

THESIS ON

**VERTICAL MOBILIZATION OF WOMEN
IN CORPORATE MANAGEMENT**

**(A Study of Service Sector Industries with special reference to
5-Star hotels in Delhi & NCRs of India)**



**Towards Partial Fulfillment for
The Award of**

**DOCTOR OF PHILOSOPHY
IN MANAGEMENT**

**Under the supervision
Of**

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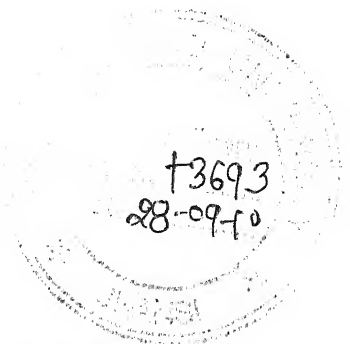
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CERTIFICATE

This is to certify that the material embodied in the thesis entitled as "VERTICAL MOBILIZATION OF WOMEN IN CORPORATE MANAGEMENT (A study of Service Sector Industries with special reference to Five Star hotels in Delhi and National Capital Regions (NCRs) of India)" carried out by Mr. Ajay Singh for the award of Ph.D. Degree in "Management" has been conducted at Institute of Management Studies, Bundelkhand University, Jhansi is his original research work under my supervision and no part of this report has been submitted for the award of any other degree/diploma or fellowship or any other similar title or prize to the best of my knowledge.

The contributions by various sources have been duly acknowledged.


(Aparna Raj)

PREFACE

Since time immemorial, women have been discriminated against in every aspect of life. They have been at the receiving end for centuries for some reason or the other, but not any more. Today's women are an iconoclast, defying all rules whatsoever. Today, she goes not by the book, but rather sets her own rules in this male-dominated world. She plays the roles of daughter, the wife, the mother and the working professional who gives equal importance to her family as well as her career. Women have proved their mettle in myriad professions. Be it the media, management, astronomy, administration, politics, defense, sports, beauty or astrology. Women these days occupy coveted positions across a wide spectrum of all occupations.

In the present times, women have emerged as winners and have proved that they are better equipped to take on challenges. The world has also taken notice of women power, unleashed in its full fury. Indira Gandhi, Kalpana Chawla, Margaret Thatcher, Condolesszza Rice, Carly Fiorina, Meg Whitman, Kiran Mazumdar Shaw, Indira Nooyi, Barkha Dutt, Naomi Klen, Kiran Bedi, Oprah Winfrey, Mother Teresa, Anita Roddick, Arundhati Roy, Aishwarya Rai, Jayshree Sunder and Sania Mirza, to name a few, are all women of substance who have made their unique mark in the world. These women are icons and have been a mammoth source of inspiration to millions of people across the world, irrespective of the geographical and demographic barriers. Though women have taken on men in their own turf and have even beaten them in man's game, it is now in management that they out do the men with their own efficiency, attitude and intuition.

The chapters focuses on women and management, and number of the points discussed are also relevant to the broader question of the promotion of equal opportunities. Women comprise but one of the group in society that can encounter discrimination in the workplace. Strategies that can be used to increase opportunities for women to move into management roles can also bring benefit to other groups. The chapter will consider the broad issues, discuss policies and practices that should be implemented by organizations, suggest strategies that can be used by women, and examine the implementation by

organizations, suggest strategies that can be used by women, and examine the obstacles that may be encountered on the way to progressing to senior levels of management.

Writing about women and management is a challenging task. The volume of literature has grown, particularly during the past 10-15 years. The culture, which has emerged, and the general employment issue, that vary from one continent to another have shaped the viewpoints. To generalize can be dangerous, and so the writings and other information sources relating to specific geographical area should be consulted. But one generalization can be made: there has been an increase in the number of women holding senior positions in business, the public sector and the professions. That is the upside-the-downside is that generally men still outnumber women in the most senior positions across the board.

Our intention has been to draw attention to some of the factors that can increase the numbers of women in management positions. We have discussed some of the barriers that exist which may deter career advancement while reviewing the actions people can take to gain a "balance" of the sexes in management. Many of the strategies can also be applied to other minority groups. We wish to emphasize that other chapters in this book also provide contextual information, particularly those that focus on environmental issues, innovation and change, the planning process, and communication and personnel. But perhaps the most important issue is that of leadership. This study also provides evidence of the way in which women perceive the characteristics of managers with leadership skills, working styles, and personal qualities. Needs are to be recognized by women and action taken to ensure that there is equality of opportunity to progress in the management role.

This study has also considered some of the broad issues that research has demonstrated can influence women in management roles. While the numbers of women in management increases, the cultural, demographic, legislative, and organizational factors can affect career development of women. One approach that could be beneficial would be a changed approach to management style adopting an androgynous approach. There is debate as to whether there is a difference in leadership styles that can be attributed solely to gender. We now move to consider ways in which organizations can assist women to move into management roles.

The study has been presented in nine chapters; the *First Chapter* deals with 'Women in Corporate World' in which we have taken various stages of women in movement with Indian perspective as well as with global perspective. The *Second Chapter* deals with Research methodology in which I have given 'hypotheses, 'objectives of the study' and method and statistical tool to the data collection and analysis. In the *Third Chapter* I have given the historical and industrial background of 'Delhi and National Capital Regions of India'. In the *Fourth Chapter* the research industry i.e. 'hospitality Industry' has been defined. The main pillars of this chapter are 'Tourism in India', and the 'Development of the Indian hospitality/hotel industry'. The *Fifth Chapter* contains the most important theme of the thesis i.e. 'Women in Management' in which I have described various policies and practices of the organizations for women's, 'Strategies for women moving in to management', 'Potential obstacles and challenges for women managers in 21st century'. The *Sixth Chapter* deals with 'Recognizing women potential in management in hospitality industry'. The important heads that have been covered under it are: 'Women potential in hospitality industry', 'women managers and their representation at the top', 'Leadership styles of women managers' and 'Women in overseas management'. In the *Seventh Chapter*, I have described 'Women in corporate management: Balancing personal and career life' under which the important facts covered are 'Personal strategies in career advancement' and 'choices made to balance career and personal life'. The *Eighth Chapter*, which have a special importance in the research deal with: 'Breaking through glass ceiling: Women in Management' also covers the most significant barriers to 'Women advancement in management' and 'Gender and 'glass ceiling'. The *Final Chapter* deals with findings and conclusion, suggestions, and Limitations.

One of the problems of writing on the subject of women and management, or indeed to single women out in any way, is to create a view that they are "different." They are different in many ways, but women have proven that they are successful in a managerial role. However, the "difference" factor can mean that women may well encounter a questioning, or suspicion, about their abilities. It is a factor that has to be recognized by women moving into a management role, particularly in those organizations in which the senior managers to

date have generally been men. Skills need to be acquired to handle the situation before it arises. "Be prepared" is a good mantra.

Although the scenario throughout the world, and in India as well, is developing towards acceptance of women in high places, in the field of management it is quite interesting. Women who usually reach the top positions have to be extremely well qualified, must have proven records of accomplishment, and have to be well prepared for the positions to which they aspire. Once these positions are attained, women have to balance between their accepted behavioral pattern and the role of a professional in that position.

In this research, the sample of 180 women executives has been taken for the research purpose. Although I have planned to work only for the 5-star hotels but due to insufficient size of the sample, some 4-star and 3-star hotels also have been considered to make this research reliable. I reached out to the women executives in Delhi & NCRs, Many of them gladly agreed to share their views on this delicate topic, while some did not give any response. I went ahead and the support we got from some top women managers was indeed very heartening. These corporate women have climbed the corporate ladder by sheer determination, grit and courage. Kudos to the women executives! We have sincerely believed that the coming time belongs to women.


Ajay Singh

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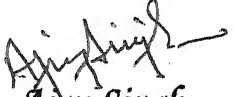
I express my gratitude and thanks to Prof. R. K. Saxena, Director, Institute of Management Study, Bundelkhand University whose help has been a source of inspiration, motivation and Consultation without which it would have been impossible to complete this work,

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Ajay Singh

DECLARATION

I hereby declare that the research presented in the thesis entitled as "VERTICAL MOBILIZATION OF WOMEN IN CORPORATE MANAGEMENT (A study of Service Sector Industries with special reference to five star hotels in Delhi and National Capital Regions (NCRs) of India)" for the Ph.D. Degree has been conducted by me at Institute of Management Studies, Bundelkhand University, Jhansi.

This is the original piece of work and has not been submitted for any other Degree or Diploma or any other university. Analysis of existing data, result findings and the ultimate concluding part has been done by me. At various places of the report my own view points have been incorporated.

I further declare that I have been committed and sincere for this project work.


Ajay Singh

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CHAPTER – 1

WOMEN IN CORPORATE WORLD

CHAPTER-1

WOMEN AND CORPORATE WORLD

INTRODUCTION

Corporate India expects superior business results from its executives and successful women recognize the head to deliver on those expectations. Many female managers believe that superior performance is particularly essential for women who may need to over perform to prove their ability in a predominantly male business environment. On the other hand some women say that gender bias has worked to their advantage when challenges have low expectations of women ability to perform, they are easily exceeded.

The glass ceiling commission concluded that the chief obstacle blocking women's corporate advancement is the prejudice and preconceptions that female executives are less able and effective than their male counterparts. Nevertheless, sex role stereotypes are culturally based beliefs presenting appropriate and inappropriate behavior for the two genders. The purpose of this study is to examine the women's personal and career graph, cultural factors, status and power and barriers that prevent the upward mobility of women in organizations.

Beside the executive job performance, it is noteworthy that only career strategy considered critical to advancements by a majority of women executives is developing a style with which male managers are comfortable. Clearly, delivering superior business results while necessary for executive success is not sufficient at least for women and women often expect to bend further the middle ground.

Women in corporate management often struggle with fitting into organizational culture without losing sense of their own identity. Other executive women emphasize that they have succeeded without compromising their personal style or identity; simultaneously there is a growing understanding among women to succeed in the corporate world. Increasing motherhood is being recognized as an excellent school for managers, demanding many of the same skills organization pacing, the balancing of conflicting claims, guiding, monitoring and handling disturbances.

Although advancement opportunities for women have increased substantially in recent years, there are still many barriers. One question remains unanswered why so do few women reach senior level management positions? To try to find an answer the question can be broken in to three parts:

- I. Are women now in the middle level positions aspiring to become senior level managers?
- II. If so, are they aware of obstacles they will encounter, the sacrifices required to reach the top ranks of management?
- III. Do they know what actions they must take to obtain senior level management positions?

Women reach the top the hard way it is a struggle, a constant juggling of roles, tight work to maintain a balance between home and career. With all the old roles and new roles mixing matching, prioritizing to excel few has reached to peak.

The Bombay Management Association has 150 women executives on its roles, but only a handful occupy position that matter. How are women executive facing the challenges of the coming century? Have the economic reforms, globalization and other policy shifts affected them in any way? Have women being victims of downsizing, and how they respond to the liquidity crunch? What strategies they adapted for survival and growth? Has their gender come in the way? There are some issues hotly debated at different forums.

The leading argument over the years has been that the abilities and attitudes of the male and female managers are thought to be different. The argument has been most successfully kept to keep women out of management. The image of women managers has certain beliefs associated with it. These tend to make a women see unsuitable for managerial posts. In the Indian society there are certain research evidence that shows the presence of sex differences in respect of such variables, such as job complexity, internal motivation to work, satisfaction with pay security and supervision and global satisfaction etc. among bank employees. Such research evidence for managerial job is however scanty.

The subordinate status of women in management and the devaluation of feminine values in business environment the female executive to succeed in breaking through the glass ceiling in to corporate management adhered to many of the rules of conduct, Norms and standards that spelled success for the male counterparts because they were breaking new grounds. These women did not have role models because there was a general lack of recognition of women ways of leading. They also tended to lead like men in a common and control style of management. Indian experiences confirm that the first name of women executive was under pressure to conform to and assimilate a dominant masculine corporate culture and to counteract the traditional stereotypes that men held women.

Very few companies have moved women in executive remark. What has presented women's movement in to management and especially in to executive suite? What have countries, companies and women themselves done to increase women's representation in management? Until the late 1970's women were virtually invisible as managers and their absence was generally considered a non-issue. Since then women managers have become increasingly viable in our country.

From one perspective the picture is positive. In each state-changing pattern of the corporate world it has resulted in significant increase in the number of women managers. Their patterns include favorable economic and demographic conditions; supporter government policies changing family roles and emerging support systems. In addition women show new positive responses to their new opportunities.

From the other perspective the picture is not so rosy. Each region tells a similar story of a society in which men control the centers of political and economic power and of a profession controlled prominently by men – a profession in which women remain relative new comers, especially at the top. In all states, major barrier still hold back, women's progress in management. Beyond the international commonalities underlying women's executive from the centers of managerial power and authority lies that has produced the variety of women's experience worldwide.

The impact of globalization on women and work varies from one country to another, and in particular differ between industrialized and developing countries. In general, a theory of globalization and its impact on women and work suggests that globalization significantly expands opportunities for women in the workplace but it does not remove barriers to advancement, cushion the impact of recessions or ameliorate the predominance of low paying, menial jobs held by women.

Globalization of business leads the rise of transnational corporation generally and in particular places greater emphasis on certain types of management style that is based on characteristics perceived as women strength. The international business enterprise is often centered on relationship building and is based on structure that is less hierarchical and more circular or team structured. Working in such organizations are perceived as easier for women, and ones in which they can function more effectively than men. More management positions at higher compensation for women may result from globalization, the growth of the transnational company and relationship oriented management positions.

Globalization plays a definite role in increasing opportunities for women in the workplace, it does not however automatically solve problem of advancement to executive position known as "glass ceiling" or movement of women beyond low paying and menial jobs. However there are most common beliefs held by companies about women in international management:

- 1 Women in dual career marriages are poor candidates for overseas assignment.
- 2 Foreigner's unwillingness to accept women as managers dooms women international managers as failure.

The particular ideology is based on superior position of men is evident in both government and corporate world. The division of labor is based on often-stereotypical gender roles. Management is still dominated by socio-economic favored class males as reflected in the latest available statistics and depicted in the broad representation of the corporate. Women are further from the center of power because historically, forward class women

have had indirect access to economic, social and political power through their alliances with men from similar background.

The service sector is heterogeneous in the type of economic activities; it covers its relation to the international economy. There are three parts of the service sector where women tend to heartily represent: the community service (health, education, and social services) commerce (retail services) and domestic services. Others are consultancy, shipping passengers and freight, transport, tourism, financial brokerage services, insurance banking telecommunication etc. Tourism is one area where female employment is fairly extensive in catering, hotel and entertainment work. The trend is now changing and the women are making their images as successful corporate women in India as well as world.

While the debate goes on women in India will continue to make their voices hard in workplace. They are making significant strides in every field from prime ministers to senior managers to astronauts; they have successfully multiplied their roles in the family, society and workplace.

WOMEN IN MOVEMENT: GLOBAL PERSPECTIVE

Women Liberalization Movement in America

Some time in the nineteen twenties, feminism died in the United States it was a very premature death. Feminists had only recently obtained their long sought for tool, the vote, with which they had hoped to make an equal place for women in the society but it seemed like a final one. By the time the granddaughter's of the women who had sacrificed so much for suffrage had grown to maturity, not only had social mythology firmly ensconced women in the home, but also the very term "feminist" had become an epithet.

In the 1960 the women liberalization movement burst suddenly into the public consciousness and quickly grew into the largest social movement in the history of the United States. Women's liberation was a continuation of the 19th century women's rights movement, but that struggle had been dormant since the 1920s and even the founders of second-wave feminism knew little about the women and men who preceded them.

The women's movement developed in two separate streams. One stream, a formally structured national set of organizations, coalesced around the National Organization of Women (NOW), organized in 1966. This stream primarily included adult women and men and sought equality for women within mainstream institutions such as government, employment, labor unions civic and public life particularly. Another stream, beginning at the end of that decade, never coalesced into a dominant national organization. Informally named women's liberation lit attracted primarily young women college graduates, many of whom had been active in the antiwar and civil rights movements. This more radical stream concentrated on changing personal, social, and cultural life and challenged the male-dominated power structure. It focused on issues that had not been previously considered political, such as housework, beauty, reproductive rights, violence, and sexually.

The women's movement had a dual relationship with the other social movements of the time. The new feminists learned from and were inspired by the rebellious spirit and demand for respects, justice, and democracy that civil rights activists and the student new left stood

for. But at the same time, many of these women had been exploited and treated unequally within those movements.

The two streams emphasized different forms of organization. NOW, used more traditional tactics, it had elected, salaried officers, brought in local dues-paying chapters; held national conferences, and worked through lobbying, petitioning, trying to change laws, and bringing suits in cases of discrimination. The women's liberation stream developed a strikingly new activist form: consciousness-raising, in which small group of women explored their own experiences-including the personal to arrive at new political understandings of women's oppression. The movement's commitment to democratic, grass-roots participation means the majority of these feminists did not prioritize building stable national organizations or promoting visible leaders. They preferred provocative, colorful, inventive actions to publicize their positions, including sit-ins, street theater, poetry and song, speak-outs, irrelevant images, and slogans. These tactics were extremely effective in changing mass consciousness, partly because they appealed to the media. Within just a few years millions of American women came to understand and use new terms such as "sexism," "Ms.," "male chauvinism," and "gender." They were, however, less effective in sustaining long-term organization.

In the 1960s, both streams of the movement were limited by the fact that their constituencies were mainly white and middle or upper class, although local groups in NOW included more working-class women and women of color. Black, Latina, Asian American, and Native American women often supported women's rights but felt that the issues important to white-dominated feminism did not address their primary concerns and problems, such as poverty and discrimination. Some women color also feared that separate women's organizations might divide men and women struggling for racial equality. By the early 1970s, however, black feminist initiatives were growing, soon joined by Latina, Asian, American, and Native American feminist organizations. Women of color often felt a need for autonomous groups, but they frequently joined or even led white feminists in forming coalitions.

The women's liberation movement created a free space for exploring personal and sexual issues in which lesbians felt free to identify themselves, and in this way feminism acted as

a midwife for the birth of a lesbian movement. In the early years of NOW, some of its leaders feared that visible lesbians would tarnish the public image of feminism and tried to exclude or suppress lesbian concerns. However, as the gay liberation movement gained visibility and power, lesbians not only won acceptance by heterosexual feminists but also became a mainstay in many feminist organizations, including those that focused on issues of primary concern to heterosexuals, such as reproductive rights.

The transformation brought about by this women's movement vast. Victories include the legalization of abortion in 1973, federal guidelines against coercive sterilization, rape shield laws that encourage more women to prosecute their attackers, and affirmative action programs that aim to correct past discrimination; these did not, however, include the Equal Rights Amendment, which failed in 1982, just three states short of the required two thirds majority. This movement's major accomplishments include not only legal, economic, and political gains but also changes in the way people live dress, dream of their future, and make a living in fact, there are few arenas untouched by feminism. As regards health, for example, many male physicians and hospitals have made major improvements in the treatment of women; more women are becoming doctors, having successfully fought their exclusion from medical research; and disease such as breast cancer, that affect mostly women now receive better funding.

Feminist's pressure has also produced monumental changes in education: curricula and textbooks have been rewritten to promote equal opportunity for girls; more women are admitted to the universities and professional schools, and more are funded; and a new and rich feminist scholarship in many disciplines has overcome opposition to win recognition.

From beginning, the women's movement made the needs of workingwomen a priority. Claiming respect and support for parenting as under-recognized works was a feminist campaign. Feminist organized day care centers, developed standards and curricula for early childhood education, demanded day care funding from government and private employers, and fought for the right of mothers. Feminists also struggled for new options for women in employment such as entering traditionally male occupations, from those in construction to the upper echelons of the professions and business. They also entered and changed the

labor unions and have been successful at organizing into unions such groups as secretaries, waitresses, hospital workers and flight attendants. As the great majority American women increasingly are required to work for wages throughout their lives, the feminist movement had tried to educate men to share in housework and childrearing.

Although the women's movement was not as forceful or visible in the 1980s or '90s, there remain many feminist groups and individuals who continue to press for women's equality. Polls in 1997 show that there is widespread agreement with the feminist agenda, and although there are affective antifeminist movements, the general trend continues toward female equality.

Equal Rights Amendment

The equal rights amendment (ERA) was designed mainly to invalidate many state and federal laws that discriminate against women; its central underlying principle was that sex should not determine the legal rights of American men and women. The amendment was first introduced to Congress in 1923, shortly after women in the United States were granted the right to vote, and it was finally approved by U.S. Senate 49years later, in March 1972.

Advocates of ERA, led primarily by the National Organization for Women (NOW), and maintained, however, that the issue was mainly economic. NOW's position was that may sex-discriminatory state and federal laws perpetuated a state of economic dependence among a large number of women and that laws determining child support and job opportunities should be designed for the individual rather than for one sex.

Comparable worth is the principle that men and women should be compensated equally for work requiring comparable skills, responsibilities, and effort. The concept, also referred to as sex equity, was introduced in the 1970s by reformers seeking to correct inequities in pay for occupations traditionally held by men and women.

In United States (1964), affirmative action is a social concept with a basis in the brief that an active effort is necessary to improve employment or educational opportunities for members of minority groups and women. Affirmative action was undertaken by the government to remedy the effects of past discrimination against such groups. It consists of

policies, programs, and procedures that gives preferences to minorities and women in job hiring, admission to institutions of higher education, the awarding of government contracts, and other allocations of social benefits. The main criteria for affirmative action are race, gender, ethnic origin, religion, and age.

The Equal Employment Opportunity Commission (EEOC) was established on July 2, 1965 by Civil Rights Act of 1964 to "ensure equality of opportunity by vigorously enforcing federal legislation prohibition discrimination in employment" particularly discrimination on the basis of religion, race sex, color, national origin, age, or disability.

In 1991 the EEOC further expanded to include several educational and technical assistance programs to further equal employment practices. The EEOC and its 50 field officers manage more than 80,000 claims of employment discrimination.

The National Organization for Women (NOW) was established by a small group of feminists who were dedicated to activity challenging sex discrimination in all areas of American society, but particularly in employment. The organization is composed of both men and women, and in late 20th century it had some 2, 50,000 members.

Among the issues that NOW address by means of lobbying and litigation are childcare, pregnancy leave, and abortion and pension rights. It is major concern during the 1970s was passage of a national equal rights amendment to the constitution; the amendment failed to gain ratification in 1982. NOW has also campaigned for such issues as passage of state equal rights amendments and comparable-worth legislation (equal pay for work of comparable value) and met with greater success on state level.

Domestic Violence

Domestic violence, in the broadest sense, refers to any abuse that takes place among people living in the same household, although their male partners often use the term specifically to refer to assaults upon women. Estimated annual figures for the number of women in United States who are subjected to psychological, verbal, emotional, or physical abuse by a male partner range from two to four million. Addition statistics indicate that domestic violence ranks as the leading cause of injury to women from age 15 to 44 and that one

third of American women murdered in any given year are killed by current or former boyfriends or husbands.

The revived women movement of the 1970s brought the issue of domestic violence in to the open. Feminists encouraged battered women to speak up and to refuse to accept blame for their victimization. Women's organizations pressured police to treat domestic violence as they would treat any other assault, established battered women's shelters where victims' visibility of these campaigns raised public awareness of the issue and sympathy for victims and their children could find safety, help counseling and legal advice. The increased visibility of these campaigns raised public awareness of the issue and sympathy of victims. The sympathy has been reflected in courts' increased willingness to convict abusers and to allow women who have killed their abusers to use self defense plea when applicable. In 1994 Congress passed the Violence Against Women Act in 1995 President Bill Clinton established the Violence Against Women Office in the department of Justice. The office attempts to aid and coordinate the work of federal, state, and local agencies on the issue of domestic violence.

Violence against Women Office

The violence against women office of the Department of Justice was established in March 1995. Its purpose is to help implement and coordinate some of the measures called for in the 1994 Violence against Women Act, a comprehensive piece of legislation design to combat such violence by mandating stiffer penalties for perpetrators, improving police response in case of domestic violence, and allocating funds for prevention and victims' services. The office coordinates the Department of Justice's effort in fighting violence against women with other public and private agencies.

Women are changing: America

One of the most profound changes in the U.S. economy in the last had been the emergence of women's economic clout-as both breadwinners and consumers provides some thought provoking reminders of what we have accomplished in half a century.

Marketing Clout

- 1 Women bring a half or more of the income in most households.
- 2 U.S. Women constitute the No. 3 market in the world; their collective power exceeds the entire economy of Japan.
- 3 U.S. women buy the majority of products and services including: 82% of all groceries 80 % of health care and 51% of consumer electronics.
- 4 According to the National Home Builders Association, the number of female homebuyers has more doubled over the last 10 years.
- 5 One in four women earns more than her husband.
- 6 48 percent of business travelers are female.
- 7 Women head 40% of U.S. households with an income of more than \$6000,000.
- 8 Women own 66% of home-based business.

Growth of women owned business

- 1 To there are more than 9 million women in business for themselves, contributing more than \$3.6 trillion to the U.S. economy.
- 2 Women-owned businesses represent almost 40 percent of all business in United States, employing 27.5 million people more than all the Fortune 500 combined.
- 3 The number of women-owned business jumped more than 43 percent over the last 3 years.
- 4 Each day, 1,600 women become new business owners.
- 5 Wells Fargo and Bank of America have launched billion-dollar loan funds targeted to women business owners.

Progress of women in business

- 1 In 1950, women comprised 29 percent of U.S. workforce. Today that figure is almost 50 percent.
- 2 In the 1950s, 20 percent of women with children under age 18 worked; today that figure is 72 percent.
- 3 Women's influence in the workplace has made flexible schedules a better retention tool than high salaries or stock options.
- 4 The number of female construction workers has nearly doubled in the last 15 years.

- 5 In 1983, executive, administrative and managerial positions held by women were at the 34 percent mark; today that figure is 46 percent.

There is no doubt that women are well on their way achieving equal opportunity at all levels of business life. Women are being promoted in every field and profession from engineering to medicine, from pharmaceuticals to sports marketing. This is a perfect opportunity for us to pause and recognize what women have done, how we can set new goals, and why we need to continue to believe in ourselves without being daunted by the challenges that await us.

EUROPE'S CORPORATE WOMEN

Twenty years after adopting equal-opportunity laws, Europe is still a man's world. Women make up 41% of the European workforce, but only 1% of board members. This is far less than U.S., where women account for half the workforce and 10% of boards seats. European women also are not moving into middle and senior management jobs as fast as American women. After a frenzy of downsizing, companies have slashed many of the jobs women aspired to, leaving them with both a **glass ceiling** and sticky floor.

The slow progress into boardrooms and executive suits has many causes, from a lack of childcare for working mothers to cultural preferences. It's partly because of a lack of persistence among women when the going gets tough. But there's bias, too. In survey after survey men say they consider a woman's proper place to be in the home. Moreover, the demands of child rearing and running a household, which both men and a women agree are largely the women's responsibility, are rarely accommodated with flexible hours or job-sharing arrangements. Most women don't seek flexibility in the brief that it would be improper to ask for special privileges.

The result is that, European corporation haven't faced up to the demands that American workingwomen have long placed on U.S. companies. Only in a few exceptional companies are significant changes under way. Yet the pressure for more flexibility and greater opportunities for women is growing. By 2000, women will make up 75% of Europe's new workers, according to the European Commission, and will hold half the graduate slots in

Europe's business schools. Companies won't have much choice but to draw managers from a growing pool of workingwomen, and to design programs that help retain women employees.

Even **Britain**, considered Europe's most positive environment for workingwomen, is playing catch-up. After five years of campaigns by pressure groups, 41% of the 100 largest British companies today have a female board member, compared with 95% of largest U.S. companies. Overall, only 12.8% of British companies have a female director. At the retail chain Marks & Spencer PLC, until recently there were no women among 17 executive directors, even though women make up 85% of the company's 53,000 employees. After public pressure, the company named its first female executive director in January.

In some cases, Britain is losing ground. Four years ago, the country boasted six chairwomen. Now it has only two, according to Crawford's Directory, a British management database. Female managers overall earn 68% of what male managers do, barely up from 66% in 1991 "there are very few women in positions of line management." It seems most difficult for female executive to make it to board level in her own companies. In France, 25% of the top 200 companies have a female director. But only two of the 200 have female board members who are also managers within those companies.

Below board level, Europe's women aren't doing any better. Women now claim about 2% of senior management jobs, ranging from Britain's 5.8% to Germany's 1% and Italy's 0.5%. At this level, American women aren't faring that well, either, with some 5% of senior management slots. But experts believe American women have a far better chance of **breaking through glass ceiling**. Says Sheila Wellington, president of Catalyst, a nonprofit women's research organization: "Women are achieving significantly higher positions in the U.S. compared to most other countries in the world."

With increasing numbers of European women in business and professional schools, it's widely accepted that next generation of female managers will experience fewer problems. That may be wishful thinking. In **Germany**, for example, the social structure is still so oriented around the woman as homemaker that it's difficult for women to take an outside

job. Elementary schools send children home for lunch. Few companies provide day-care facilities. Shops by law must be closed evenings and by early afternoon on Saturdays. Networking groups are often closed for women.

To be sure, few male executives admit to rejecting a woman on the basis of her gender, and few dispute that women offer valuable managerial skills. But privately, they worry that their company will invest time and money to train a woman only to see her marry, become pregnant, and leave. The return rate among new mothers is far lower than in the U.S., but it's unclear whether this is because women believe they won't be promoted. Many women think they must delay marriage to preserve their careers. They also often postpone having children or resign their positions to have children, rather than trying to combine work and family. Mandatory quotas are seen as degrading to women and as requiring companies to hire and promote less-than-qualified people. Women overwhelmingly say they want to land a job or promotion on their own merits and not through government fiat of bullying.

The European court of justice agrees, for different reasons, the court currently shot down one form of affirmative action, mandatory hiring quotas, that had been adopted by the German state of Bremen had set aside 50% of public sector jobs for women, but when male gardener was rejected in favor of a woman because of the quota he sued. New EU legalization was proposed to encourage less rigid policies for hiring and promoting women.

A five-year-old British program, called Opportunity 2000, has quietly convinced companies to set voluntary numerical goals for promoting women. Among its 300-member organizations, women fill 32% of all management slots. Some of the organizations are government authorities, which have been more disposed toward female managers than the private sector. The result compares favorably with the 10.7% of management slots women occupy in British businesses overall.

Scores of women have set up their own businesses, too. Fed up with slowly climbing the corporate ladder, German women have been starting up companies, especially in service businesses. One-third of all German start-ups are now women-owned, up from 10% in 1975.

Many of these companies will pass to a new generation by 2000 and will fall into the hands of daughters.

As more women move into top positions in European corporations, their styles could influence the way business is done. "Female ways of managing: consensus decisions, the ability to handle several projects at a time and strong interpersonal skills- will be more appropriate in the next millennium.", says Roger Young, director general of Britain's Institute of Management. Editor Quartrepoint believes women managers might push for governance of our large corporations.

But as is so often true in Europe, change is agonizingly slow. A decade ago, many highflying women were confident that they could make it to the top levels of their corporations. Now, it seems that it may take generations for European women to attain true equality of opportunity. If that's the case, European corporation are losing valuable executives and paying a heavy price.

SOUTH AFRICAN WOMEN IN CORPORATE LEADERSHIP

The reach is based on methodology developed by Catalyst, a leading businesswomen's organization in US, which has for the past several year tracked the trends of women development in the US, Canada and Australia.

In US women held only 12.4% of all boards' positions in Fortune 1000 and Fortune 500 companies.

In Australia the equivalent figure was 8.4%.

The figure for women directors in Canada has fallen to 7.5%.

According to a survey recently released by accounting and consulting firm Grant Thornton, South Africa has world's third highest prevalence of women in senior management positions at medium sized companies?

The findings show that women fill 26% of all senior management posts in South Africa. The corporate business census bring to the business arena a better understanding of the challenges women in the workplace face and the important contribution they made to the South African corporate world. This would provide a single, verified data source on the status of women directors and executive managers in South African companies.

The South African women in corporate leadership census 2004 has tracked the performance of every company listed on the Johannesburg Stock Exchange (JSE), as well as nineteen of the largest state-owned enterprises in SA. The research is based on methodology developed by Catalyst, a leading business women's organization in the United States, which has for the last few years tracked the trends of women in business in the United States (US), which has for the last few years traced the trends of women in business in the United States (US) Canada and Australia.

As a result of collaboration between the BWA (Businesswomen's Association) and Catalyst, a leading businesswomen's organization in the United States, the South African Women in Corporate Leadership Census 2004 has measured, for the first time ever, the number of women on boards and in executive management of every company listed on the JSE Securities Exchange, as well as 17 of the largest state-owned enterprise in South Africa.

Data outlined in the South African Women in Corporate Leadership Census 2004 shows that women corporate leaders are still in the minority. According to the census, of the 3125 directorship positions held, women hold only 221. only 11 women hold chairs of boards out of total of 364 of all such positions, and there are only seven woman executive CEOs/MDs in comparison to 357 men. The results are sharp contrast to the strong representation of women in parliament and in South African owner-managed businesses. Only 3.2 of chairs of boards in South Africa and 1.9 % of CEOs in South Africa are women.

Connecting Corporate Performance and Gender Diversity

The report by January 2004 by Catalyst concludes that companies that promote women to top jobs don't just serve women or a corporate image but they also give investors a better

return on their money.

After examining 353 companies that remained on the F-500 list for four out of five years between 1996 and 2000, it was found that companies with the highest representation of women on their senior management teams had a 35% higher return on equity and 34% higher total return to shareholders than companies with the lowest representations of women. It means that while one could not assume that the percentage of women in top management alone influenced the bottom line, it did indicate a pattern of best practices, which cumulatively, yields results.

“Clearly, South Africa faces many Challenges, but there is a significant opportunity for corporate South Africa to use the results of the census to re-evaluate the degree to which they are (or are not) capitalizing on as large a pool of talent as possible and for women to make informed choices about which companies they wish to work for,” **Dr Magau**, President of BWA.

Ned bank Chief Executive Tom Boardman added: Although South Africa has made great empowerment strides; much more still needs to be done to increase the representation of women leaders in the corporate world.

WOMEN’S MOVEMENT IN INDIA

In third-world countries, women’s activism has historical roots in the struggle for nationalism, workers’ right and peasant struggles. The international women’s movement has had an impact on women in India, enabling them to focus on their depressing condition. The impact has taken different directions to evolve into multifarious strategies that in them challenged the framework of the women’s movement in the country. Inherent paradoxes beset the contemporary women’s movement in India, but it still shows some promise.

In the wake of women’s liberation movement in India and with the numerous programs launched, since the international year of women, people are beginning to regard the idea of

women's equality with men, not only as political but also as the religious social truth (Kulshrestha Indira, 'Noopur', 2002)

India occupies a strategic position in Asia being the largest of the South Asian countries, with a population of over one billion. Women constitute a population of 495.74 million with 360.52 million in the rural areas and 135.22 million in rural areas. The human development status of women shows wide interstate and intrastate variations. India's human development is marked by a paradox that had seen a systematic decline in women's status despite recent advances in women's education and economic status. It is indeed puzzling that the economic development of women has not brought commensurate change in their social development. Women in India continue to labor under the brunt of oppressive traditions, exploitation, and lack of self-worth or identity. They are routinely subjected to violence even at home. It is absurd that in a country where even women's dress is dictated by tradition, women must take responsibility for family planning, for measures against AIDS and for a host of other maladies affecting society.

The social reform movement in India targets several social practices that are against women such as child marriage, *sati* (self-immolation by the widow on the funeral pyre of husband, a social practice among some Hindu communities), widow remarriage restriction, polygamy, and the *purdah system* and female infanticide. In 1929 an all-India Act banning *sati* was passed. It is truly paradoxical that Roop Kanwar, a young widow, was burnt alive to become a *sati* in 1987 in Deorala, Rajasthan. The tradition of *sati* thrives in parts of North and North West India where women worship the portion female god of *sati* in temples.

The gender discrimination and violence against women have had a profound effect on the sex ratio in India. The child sex ratio (female children per 1000 male children under five years of age) had been dropping for past 50 years with the decade of 1991-2001 registering a steep decline from 945 to 927. The existing social relations have reinforced crimes on girl- children and women beginning, in many cases, even before birth in the form of foeticide, infanticide, dowry deaths, and honors killings.

The women's movement in late 1970's added growing violence as major issue, the movement in its interaction with the state and other level of society seemed heavily on legal, educational and political, processes to redirect the process of change towards empowerment for equity and participation. Approaches and priorities however varied sometimes to the point of contradiction (Aidwa el, al, 1995).

Women in India, like in other developing countries, truly live a life of ironies. On one side lie the roles enforced by patriarchal structures; on the other lay those backed by tradition-bound. Women are who also try to enforce them on others who try to break away. Women of the new generation, particularly in the post-reform era, are facing great challenges wherein they have to reconcile their traditional roots with modern values of a global culture. Surely, economic reform alone cannot transform the social landscape of India. There must be a parallel attitude change. Imbuing of new values and progressive actions must be communicated to each and every citizen at an early age, if the coming generations of women have to be empowered.

In the beginning of the year 1999 Indian women began to move into professions. This happened as a response to the demand for education and healthcare among the female relatives of middle class men, and because of sexual segregation. Female seclusion demanded that other women provide these services. When India became independent in (1947) the Indian women's movement also succeeded in raising women's legal position to level comparable with many rich countries of the West. The Indian constitution conferred equal rights and status to all citizens forbidding any discrimination on the ground on caste, creed, religion or sex. A bill recently been introduced in the parliament to reserve 25% of the seats for in the state and national assemblies (Times of India, 1996, p.1). After independence government service and administrative jobs were opened to women (Ashana, P. 1974; Desuza, V. 1980 Liddle and Joshi, 1990). Educated elite women who had played an active role during the independence movement took up leadership positions. By 1988 ten percent of members of parliament were women, and eighteen percent of women who ran for office in the state legislative assemblies in 1983 won, while only seventeen percent of the men who sought such offices won (Bumiller, 1990, p.152).

Action and Reflection

The women's movement in India is a rich and vibrant movement, which had taken different forms in different parts of the country. **Urvashi Bhutia** contends that the absence of a single cohesive movement, rather than being a source of weakness, may be one of the strengths of the movement. Although scattered and fragmented, it is a strong and plural movement.

Fifty years ago when India became independent, it was widely acknowledged that battle for freedom had been fought as much by women as by men. One of the methods M.K.Gandhi chose to undermine the authority of the British as for Indians to defy the law, which made it illegal for them to make salt. At the time, salt making was a monopoly and earned considerable revenues for British. Gandhi began his campaign by going on a march-the salt march-through many villages, leading finally to the sea, where he and others broke the law by making salt. No woman had been included by Gandhi in his chosen number of marchers. But nationalist women protested, and they forced him to allow them to participate.

The first to join was **Sarojini Naidu**, who went on to become the first woman president of the Indian National Congress in 1925. Her presence was a signal for hundreds of other women to join, and eventually the salt protest was made successful by the many women who not only made salt, but also openly in market places selling, and indeed, buying it. Sarojini Naidu's spirit lives on in thousands of Indian women today.

During 18 years that India had a woman as Prime Minister the country also saw increasing incidents of violence and discrimination against women. This is no different from any other time: a casual visitor to any Indian city-for example Mumbai- will see hundreds of women, young and old, working in all kinds of professions: doctors, nurses, teachers, engineers, scientists...and yet newspapers in India are full of stories of violent incidents against women, of rape, sexual harassment, sometimes even murder. But to have a women in the highest office of the State and to simultaneously have extreme violence against women are merely the two ends of the scale. As always, a more complex reality lies in between.

Independence brought many promises and dreams for women in India-the dream of an egalitarian, just, democratic society in which both men and women would have a voice. The reality, when it began to sink in was, however, somewhat different. For all that had happened was that, despite some improvements in the status of women, patriarchy had simply taken on new and different forms.

By the 1960s it was clear that many of the promises of independence were still unfulfilled. It was thus that the 1960s and 1970s saw a spate of movements in which women took part: campaign against rising prices, movements for land rights, peasant movements. Women from different parts of the country have to come together to form groups both inside and out side political parties. Everywhere, in the different movements, that where sweeping the country, women participated in large numbers. Everywhere, their participation resulted in transforming the movements from within.

One of the first issues to receive countrywide attention from women's groups was violence against women, specifically in the form of rape, and what came to be known in India as 'dowry deaths'-the killing of young married women for the 'dowry' or money/goods they brought with them at marriage. This was also the beginning of a process of learning for women; most protects were directed at the State. Because women were able to mobilize support, the state responded, seemingly positively, by changing the law on rape and dowry, making both more stringent. This seemed at the time, like a great victory. It was only later that knowledge began to sink in those mere changes in the law meant little, unless there was a will and a machinery to implement these. And, that the root of problem of discrimination against women lay not only in the law, or with the State, but much widespread.

One of the biggest challenges women have had to face in recent years is the growing of the religious right in India. Right-wing groups have built much of their support on the involvement of women: offering help them with domestic problems, enabling them to enter the public space in the limited way, and all the while ensuring that the overall ideology within which they operate remains firmly patriarchal.

The most significant development for women in the last few decades had been the introduction of 33% reservation for women in local, village level elections. It is true that more and more women have shown that once they have power, they are able to use it, to meet the benefit of society in general and women in particular.

The women's movement in India today is a rich and vibrant movement, which has spread to various parts of the country. It is often said that there is no one single cohesive movement in the country, but a number of fragmented campaigns. Activists see this as one of the strengths of the movement, which takes different forms in different parts.

Indian Women Movement: Contemporary Changes

The women movement had its roots in the pre-independence era in the social reform and independence movement of the late eighteenth and early nineteenth century. Reformers such as Raja Ram Mohan Roy, Jyotiba Phule and Savitri Bai Phule played a pivotal role in addressing the issues such as sati, child-marriage, widow remarriage, and women education. In 1920, the All India Women Conference was set up, which was involved in the struggle for independence and address issues of women education and the right to vote.

Having being closely linked to the nationalist movement, the women movement also stagnated in the period after independence. A sense of the complacency set in as women organizations were closely linked to political parties, particularly the Congress Party which came into power after gaining independence. Only in the mid-seventies was there a renewed interest in issue related to women stated. The document towards equality brought out in 1974 by the committee on the Status of Women revealed that contrary to expectations women's position had not change significantly since independence. Once again various movements raised concerned voices regarding the position and rights of women in Indian society.

The seventies consisted of the various movements that addressed issues ranging from the creation of the Self Employed Women's Association and their struggle for equal wages to the Chipko movement effort to raise the issue of women rights to land to campaigns against price rise in Maharashtra and other states. Towards the end of the 1970s and the

beginning of 1980s various women groups and organizations were set up in several cities across the country. Women organizations were active on a whole range of issues, which they saw were inter-linked to control over women bodies. They took up the issues of rape, domestic violence, dowry, personal law, *sati* and fought for the creation of new women-sensitive laws or amendments to existing laws. This period was also significant for bringing into the public sphere issues, which had hitherto been seen as private issues. Various strategies were used including public campaigns, demonstrations and street theatre, consciousness raising workshops, study circles, advocating for legislative changes etc.

The eighties began with the first National Conference of the Women Movement that addressed the issue of rape and abuse of women. The Mathura rape case in 1980 has ended violence against women. Finally, in 1983 an amendment was made in laws pertaining to rape. Women groups were successful in their struggle to introduce a legal provision which established this as a crime which the police were obliged to register and act upon section 498 A under the India Penal Code (IPC). Under this violence inflicted on a woman by her husband or his family was declared a non-bailable, non-cognizable offence.

Dowry as an issue; was taken up by women groups in 1980s and it brought to light the extent of dowry giving and receiving and violence women faced; as a result of dowry negotiations between families. Women groups brought to light the phenomenon, which has come to be known as dowry deaths women who are murdered by their marital family for not bringing in enough dowries. In 1984 and 1986 the Dowry Prohibition Act of 1961 was amended partly in response to the demands of the women's movement. One significant amendment stated that an official inquiry would be conducted if the wife died within seven years of marriage, If found guilty of dowry harassment the husband faced seven years in jail as well as fines.

Personal law was addressed in 1985 with Shahbano case. It raised the issue of divorce and maintenance of Muslim women. Despite official roadblocks the Supreme Court gave a landmark ruling. It is established the right of a Muslim women to maintenance. In 1988,

the issue of sati came to the forefront with a case in Rajasthan which was highlighted in the media and was taken up by women movement.

Women reproductive rights were addressed in the campaigns against the introduction of hazardous contraceptives. Women groups raised questions on the safety of hormonal contraceptive technologies, of the way in which clinical trials were carried out, on notions of informed consent and on general issues of women health, especially poor women who were being addressed by the family planning program.

In the history of Indian women's struggle for emancipation from all social bondage and right of equality, perhaps the most eventful period was nineteenth century that saw the dawn of new India with liberalization as her basic principle (Jha Uma Shanker, 1998).

In the nineties it was all issues are women issues .the imposition of Structural Adjustment Program under the regime of the IMF and the integration of India into global economy resulted in an upheaval of the economy. These had repercussions on people lives in many ways. This process had continued into the new century and we are facing the impact of this in all sectors agriculture, industry, health, education etc.

There was also internationalization of the issues of women rights, which was further strengthened by different World conferences of the United Nations. The Conference on Human Rights held in Vienna in 1992 was a significant landmark for the recognition of women's rights as human rights. In 1995 the world Conference on women in Beijing further strengthened women networking around the world. The nineties was also a period of the rise of the right the world over and India was no exception.

Today the women movements in India are linked together through networks on different issues and campaigns. While older methods of protest and advocacy are still used, new methods of resistance and mobilization for change are being evolved, with new movements on sustainable development, regional peace movements, sex workers movements and environmental movements joining hands and continuing and strengthening struggles for just society.

India occupies a strategic position in Asia being the largest of the South Asian countries, with a population of over one billion. Women constitute a population of 495.74 million, with 360.52 million in the rural areas and 135.22 in urban areas. The human development status shows wide interstate and intrastate variations. India's human development is marked by a paradox that has seen a systematic decline in women's status despite recent advances in women's education and economic status.

The government has taken number of steps to improve the employment of women. The eights plan laid special thrust on employment including women's employment with the objectives of making women self reliant and economically independent. In the poverty alleviation program of IRDP and TRYSEM there is a stipulation that benefits up to at least 40% should go to women. Under TRY benefits up to 30% have been reserved for women. The Program STEP is aimed at upgrading skills of poor by providing them employment on a sustainable basis in the traditional sector. Central Social Welfare Boards provides work and wages for needy women such as destitute, widows, deserted and economically backward and handicapped. The department of women and child development has been constructing and running hostels for working women since 1973. Since its inception, 800 hostels have been sanctioned to benefit over 60,000 women (Vijayalakshme R., 2004).

India declared year 2001 as women's Empowerment Year for the country, and National Policy for women Empowerment of Women of India was released also in year 2001. this policy of Government of India, includes measures to promote societal awareness to gender issues and human rights. And the use of different forms of mass media to communicate social message related to women's equality and empowerment.

Women and Corporate India

An increasing number of women are proving that when it comes to making the right business moves and keeping their best foot forward in the world of high finance, they have more than just a pretty face to show.

Gender barriers in the workplace are fast becoming a thing of the past. Corporate women are no longer the proverbial needles in the haystack. The numbers of senior women managers are swelling thoroughbred professionals who palm-pilot with battle plan exactitude.

The common factor of success mean to them is their passion of work. They are totally committed and it can be safely said that their professional lives and their work are all just an extension of their personalities. The only difference is that each woman has a distinct work identity, a different personality, a different work style, and even a different interpretation of the world success.

Seema Luthra is the newly designated President and Chief Executive Officer of Galileo's India one of the world's leading providers of electronics' global distribution services that connects 46,000 travel agencies to 683 airlines and 52,000 hotels. Ms. Luthra, who is responsible for all aspects of her company's business in India, says her 16 years of airline sales and marketing experience has helped her spearhead Galileo's effort to derive value in and costs out of the travel distribution business.

How does she feel as a women heading Galileo India? "Perhaps this question should be asked to men who her at the helm of Galileo India. She says that she have no gender bias. She see herself as a responsible leader and stay focused on her task, which is to maximize shareholder value," says the lady who in her last two assignments has headed the sales and marketing functions for Scandinavian Airline Systems (SAS) and United Airlines respectively.

But she doesn't think being woman helped tremendously. "I don't know if I would have been more or less successful if she was not a woman," she says.

Shruti Bajpai* agrees, The Director, Marketing, HBO South Asia says, "...being a women is no gender issue." She has been involved with the HBO TV channel since its launch and is responsible for conceptualizing, devising and implementing, and marketing programs. In her three-year stint she has worked towards steering the channel through its launch and consolidation phase with the objective of establishing with the viewers, and the affiliates the franchise of the HBO brand.

However, she says women are more sensitive and more dynamic. "Having a woman executive at the top inculcates a sense of balance, intelligence, higher Emotional Quotient level and respect to the management team," says she.

Another Mumbai based corporate high filter, in the literal sense of the term, is **Nalini Gupta** who has been the General Manager (India) for South African Airways for the last three years. After graduating from Sydenham she completed her Masters in Marketing Management and then Joined Air India where she spent the first 20 years for her career. After a stint at Abacus, she joined as general manager South African Airways in 2001.

The last World Cup Cricket in South Africa brought out the best in her organizational skills as it served to highlight the destination in the Indian market and bring in big business for her organization.

A thorough professional, Nalini has very strong views on women's empowerment. She says real empowerment means to be able to make your own decisions. "Management is fast realizing that women bring in compassion and team spirit to the workplace. It is not gender issue but simply a fact of life," she says though when she started out things were different.

For **Latika Thukral**, Business Head, Citibank's Auto-Associates Citifinancial Services, empowerment is a critical constituent for building managers and future leaders. "I have always worked in an environment, where empowerment is given to me along with accountability to deliver results. Over the years, I've never felt being women I was given

extra or less,” says the lady who started out with a two-year management program with ITC’s Welcome-group.

She says no for gender bias ever stood in her career path. According to her, “It all depends on how you conduct yourself. If you portray yourself as helpless, then you get treated like one. I strongly believe if you are clear about your objectives and if your work speaks for itself, people look beyond gender.”

Jyoti Mahendru, Vice President –HR and Training at the Barista Coffee Company Ltd. had also never had to tackle any gender issues. On the contrary, she says, whenever there’s a woman leader the team becomes more cohesive and goal-oriented.

“ Women have been as successful as men in every field Today’s professional woman is confident and assertive in whatever field she chooses for herself, “ say Mahendru who started her career as a Management Trainee with Tata info media (now called Tata Press). She late moved to Escorts, then Star India and form there she became a part of the founder team of Barista.

Dr. Uma Tuli is also a doer in real sense of term. Though not in the private sector, she is independent India’s first non-IAS person to be appointed as Chief-Commissioner-one of the most coveted posts, which is usually reserved for the creame-de-la-creame of the bureaucracy. But in April 2001 Indian government specially choose Dr. Tuli for the post of the Chief Commissioner for the Person with Disabilities.

Dr.Tuli doesn’t fuss about being the first non-IAS women to achieve this feat. “If a man can do the job, so can a woman.” She adds that the modern professional woman is more committed; more dedicated and has the required drive for any challenging job she gets into. As a chief commissioner she has taken new initiatives that include promotion of inclusive education, ensuring employment and creating barrier free environment for the disabled.

Indeed the millennium has heralded the era of the upwardly mobile women who are occupying top positions. Galileo's Ms. Luthra feels there are three reasons for the new phenomenon. "The first is the emergence of nuclear families and increasing cost of living. Then there's a corporate realization that a woman manager is sensitive and caring. And finally, quite simply, India Inc is maturing."

Ms. Bajpai of HBO feels that women have the tenacity to balance both personal and professional pressure, which men grossly lack. This gives them an edge over male colleagues. Moreover, she says, "women are better listeners or sounding boards, they are more mature in handling things and are able to deal with complex issues and juggle multiple priorities."

The Indian women have come of age. The last few years have seen an increase in the levels of education, confidence and most importantly, ambition in women, who are going all out to claim their rightful place in the corporate landscape. The professional women, has set very high standards for her. She has changed the way she used look at herself, and this has changed the way the world looks at her. The days of the proverbial glass ceiling are over.

How Women are Changing India?

Anu Aga, Director, Thermax, summarized the role of corporate towards changing the status India. According to Aga, the corporate Sector could partner with NGOs to make learning innovative and education employable. The corporate sector should annually register the number of women employed and follow the trend in subsequent years, she clarified that this is not asking for women-friendly policies but rather providing an opportunity to corporate world. Almost 45% women are illiterate. It is important to measure progress in this field each year. The media could also play a part in dispelling the stereotype images attributed to women. Equally, Aga emphasized that women have a role to play in improving their status. Women should take themselves more seriously. India has a large middle class of non-working women, a huge potential of volunteers for NGOs.

Talveen Singh, Columnist, Indian Express, India, outlined the role of the government in improving the welfare of women, Government needs to strengthen legislation related to

women's issues such as property inheritance, abortion, etc. The government and civil society for the welfare of women could institute a mutual fund. Affirmative action is required on the part of government. Women's education should be more skill-based to allow them to be economically independent. Women's self-groups, such as SEWA, ought to be replicated to involve women in the process of their own development.

Neena Gill, member of the European Parliament, Brussels, offered a perspective on the status of women in India. According to Gill, while India had been among the first countries to offer the right to vote and its constitution is regarded as one of the most progressive for offering equal rights to men and women, disempowerment and powerlessness continue to be dominant across all echelons of society—education, employment, health, involvement in decision making, public portrayal in media, property rights, etc. Gill cited figures to demonstrate the dismal state of women in India. Women's wage continues to be 30% lower than men. Over 80% of women in the states of Madhya Pradesh, Andhra Pradesh, Haryana and Uttar Pradesh had to seek prior permission before they could move out of their houses. According to UN survey, a woman is molested every 26 minutes, raped every 34 minutes and killed every 93 minutes in India. In India, women are deemed an economic and social burden for families. The unequal status of women is an invention of society. Innovative solutions are required to ensure a public debate to change the prevalent unequal practices. The unpaid labor of women should be accounted for. Gill concluded on the note that women have to find their role and status in society.

Shiela Dixit, Chief Minister of the National Capital Territory of Delhi, at the outset commented that the issues associated with women are complex. Experience has shown that when given an opportunity, women stand second to none. Providing women with an opportunity could be an initial step towards ameliorating their condition. According to Dixit, ensuring access to education, healthcare and a proper place in the household are the primary measures, and the rest will follow automatically. A woman had various roles to perform ranging from that of daughter, mother and wife to working woman. She called for the business sector to be sensitive to women and chart special working hours that would permit them to balance their various roles. She also suggested that it is time for a chamber of commerce and industry to be set up exclusively to deal with women's report wherein a

complete chapter is dedicated to the concerns of women. Dixit highlighted the necessity of providing women with the opportunity and avenues to express them. She called upon women to work together to improve their role and emphasized that women should demand equal treatment.

Women in International Jobs

Women recently started playing vital role in international jobs; however, the role of women is not equal to that of men even today. The role of women in economic activities varies from country to country. The following example indicates the role of women in different countries:

- In Saudi Arabia, restriction on women's freedom to move outward makes it difficult for women to work. For example, women are not permitted to drive, to travel on an airplane alone, or to stay in hotel without a male family member.
- In Japan, women seldom work together after marriage; consequently, women are unlikely to progress for within organization.
- In U.S., women have attained a degree of equality in business, but they are seldom found in top management positions
- In Iceland, the constitution has been interpreted to mean that women should only join the workforce if he husband is not able to look after the family economically.
- In St. Vincent, a West Indies Iceland country, the minimum for women is lower than men, regardless of the work performed.
- In Canada, the great majority of houses and secretariats are women while the majority of fire fighters, construction workers, and foresters are men.
- In the people of Republic China women hold many of the same positions as men but they are required to retire at earlier age.
- Transactional banks and service organizations employed women in white-collar occupations; however, most of women occupy lower level jobs.
- Expert Processing Zones (EPZs) of Transactional companies employed women significantly. Most of the women in these operations work as low paid, unskilled or semi-skilled workers.

- It is difficult for western corporations to understand and accept women employees in business in Arabian Peninsula. The married women in Saudi Arabia can visit close friends, or relatives, and go to shop only. But a male relative should accompany them. Women are not permitted to work with men in Saudi Arabia.
- In Bahrain women are educated and are given equal opportunity, but they are discouraged from seeking employment.
- Steps are taken to encourage women employment in Oman.
- In Hong Kong women are active in all organizational levels. They are effective business people. Mostly women are in secretarial practice.
- In Malaysia, though equal opportunity is given to women, they normally do not enter into business.
- In Singapore, women employment is quite common; eighty percent of the women workforce is in the age group of 10-24 years. Professional women are in government service, however, they play subordinate role to men.
- In South Korea, women rarely enter business. The prospects for their advancement are slim. Mostly, they are employed until the age of 30 or till they married.
- In Thailand, women are seen as the “the hind leg of an elephant” powerful but following and are in subordinate positions. However, some women hold up top positions in government and business.
- In ‘People Republic China’ almost all women work. Government provided extensive educational facilities for women. Women in China work in scientific profession and government organization also.
- Traditionally, women in Japan worked in lower paid jobs and low level positions. University toppers were also appointed for clerical jobs. Japanese government in 1986 passed anti-discrimination legislation prohibiting discrimination based on sex. Now, the position is improved and women are treated equally with men in government and public sector organizations. However, after the family after marriage still accepted.
- In European Union, the situation varies from country to country. Women in Denmark get 32 weeks of maternity leaves while women in Greece get 15 weeks and in Spain 16 weeks. Most of the European countries, at least, are attempting to promote equal opportunities for women.

- USA & Canada, situation in USA and Canada is quite better compared to women employment in almost other countries in the world.
- In Africa, women in Africa mostly confine to domestic activities. Women in some places, even do not see the men directly when they transact with them.

International business managers should understand the role of women in economic activity and in business in various countries they operate. They have to consider various issues in employing women. Understanding working with women as more complicated than working with men. Therefore, managers should understand the role of women in business in various countries (P. Subha Rao).

Measuring Global Gender Gap

The past three decades have witnessed a steadily increasing awareness of the need to empower women through measures to increase social, economic and political equity, and broader access to fundamental human rights, improvements in nutrition, basic health and education. Along with the awareness of the subordinate status of women has come the concept of gender as an overarching socio-cultural variable, seen in relation to other factors, such as race, class, age, and ethnicity. Gender is not synonymous with women, nor is it zero - sum game implying loss for men; rather it refers to women or men, and their status, relative to each other.

Gender equality refers to that stage of human social development at which “the rights, responsibilities and opportunities of individuals will not be determined by the fact of being born male or female (UNDFM).” In other words, a stage when both men and women realize their full potential.

In recognition of the importance of establishing gender equality around the world, the United Nations Development Fund for Women (UNDFM) was established as a separate fund for within the United Nations Development Program (UNDP) in 1984.

To achieve gender equality, however, is a grindingly slow process, since it challenges one of the most deeply entrenched of all human attitudes? Despite the intense effort of many

agencies and organizations, and numerous inspiring successes, the picture is still disheartening, as it takes far more than changes in law or stated policy to change practices in the home, and community and in the decision-making environment.

It is clear that the world has a long way to go to achieve equality and that this work will require concentrated efforts on many fronts. The work of the United Nations and many other agencies in advancing gender equality has converged in three closely interconnected areas: strengthening women's economic capacity, with a focus on new technologies and new agenda; promoting women's leadership and political participation; eliminating violence against women and supporting the implementation of the Convention on the Elimination of Discrimination against Women (CEDAW).

Table No.: 1.

The Global Gender Gap Rankings

Country	Over all Rank	Overall Score	Economic Participation	Economic Opportunity	Political Empowerm ent	Education Attainment	Health & Well- being
Sweden	1	5.53	5	12	8	1	1
Norway	2	5.39	13	2	3	6	9
Iceland	3	5.32	17	7	2	7	6
Denmark	4	5.27	6	1	20	5	2
Finland	5	5.19	12	17	4	10	4
New Zealand	6	4.89	16	47	1	11	26
Canada	7	4.87	7	27	11	12	14
U.K.	8	4.75	21	41	5	4	28
Germany	9	4.61	20	28	6	34	10
Australia	10	4.61	15	25	22	17	18
Latvia	11	4.60	4	6	10	24	48
Lithuania	12	4.58	10	11	13	19	44
France	13	4.49	31	9	14	31	17
Netherlands	14	4.48	32	16	7	42	8
Estonia	15	4.47	8	5	30	18	46
Ireland	16	4.40	37	51	12	9	12
U Ss	17	4.40	19	46	19	8	42
Costa Rica	18	4.36	49	30	9	14	30
Poland	19	4.36	25	19	18	20	38
Belgium	20	4.30	35	37	25	15	16
Slovak Republic	21	4.28	14	33	29	23	35
Slovenia	22	4.25	26	15	39	22	19
Portugal	23	4.21	27	18	31	36	20
Hungry	24	4.19	30	3	28	39	40

Table No. 1 Continue.....

Czech	25	4.19	24	4	43	25	23
Luxemburg	26	4.15	48	8	33	21	25
Spain	27	4.13	45	34	27	35	5
Austria	28	4.13	42	22	21	38	13
Bulgaria	29	4.06	11	14	23	50	55
Columbia	30	4.06	41	38	15	13	52
Russian	31	4.03	3	10	47	29	57
Uruguay	32	4.01	36	26	36	2	56
China	33	4.01	9	23	40	46	36
Switzerland	34	3.97	43	42	17	49	7
Argentina	35	3.97	55	29	26	3	54
South Africa	36	3.95	39	56	16	30	21
Israel	37	3.94	28	40	32	28	39
Japan	38	3.75	33	52	54	26	3
Bangladesh	39	3.74	18	53	42	37	37
Malaysia	40	3.70	40	36	51	32	15
Romania	41	3.70	23	31	35	51	47
Zimbabwe	42	3.66	2	57	34	52	41
Malta	43	3.65	56	43	45	16	24
Thailand	44	3.61	1	39	49	54	32
Italy	45	3.50	51	49	48	41	11
Indonesia	46	3.50	29	24	46	53	29
Peru	47	3.47	50	44	38	47	31
Chile	48	3.46	52	20	44	40	45
Venezuela	49	3.42	38	13	52	33	58
Greece	50	3.41	44	48	50	45	22
Brazil	51	3.29	46	21	57	27	53
Mexico	52	3.28	47	45	41	44	51
India	53	3.27	54	35	24	57	34
Korea	54	3.18	34	55	56	48	27
Jordan	55	2.96	58	32	58	43	43
Pakistan	56	2.90	53	54	37	58	33
Turkey	57	2.67	22	58	53	55	50
Egypt	58	2.38	57	50	55	56	49

*All scores are reported on a scale of 1 to 7, representing maximum gender equity.

Source: World Economic Forum; Committed to Improving the State of the World.

The above table is the first attempt by the World Economic Forum to assess the current size of the gender gap by measuring the extent to which women in 58 countries have achieved equality with men in five critical areas: economic participation, economic opportunity, political empowerment, education attainment, and health and well-being (World Economic Forum, 2005).

SERVICE SECTOR IN INDIA

The growth acceleration of the services in the 1990 was mostly due to fast growth in communication services, financial services, business services (IT) and community services. While factors such as a high income elasticity of demand for services, increased input usage of services by other sectors, and rising exports were important in boosting services growth in the 1990s, supply side factors including reforms and technological advances also played a significant role. The large growth potential of Indian services exports is well known, but the paper finds that there is also considerable scope of future rapid growth in the Indian service economy provided that deregulation of the service sector continues. The employment growth in the Indian service sector has been quite modest, thus underscoring the importance of industry and agriculture also growing rapidly.

A striking feature of India's growth performance over the past has been the strength of the services sector. Services grew more slowly than industry between 1951 and 1990. Growth of services picked up in the 1980s, and accelerated in the 1990s, when it averaged 7.5 % per annum, thus providing a valuable proportion to industry and agriculture, which grew on average by 5.8% and 3.1% respectively. Most forecasters expect that services will not grow at similar if not higher rates over the next few years.

The emergence of services as the most dynamic sector in the Indian economy has in many ways been a revolution. The most visible and well-known dimension of the take-off in services had been software and IT – enabled services (including call centers, design, and business process outsourcing). However growth in services in India had been much more broad-based than IT. In fact, although IT exports have had a profound impact on the

balance of payments, the sector remains a small component of GDP. As of 2001, business services including IT were only about 1% of GDP or 1/50 of the size of total services output.

This shows that almost all service sub sectors in India have grown faster than GDP over time, but the pick-up in growth in 1990s was the strongest in business services, communication, and financial services, followed by community services and **hotels and restaurants**. These activities are together account for the entire acceleration in services growth in 1990s. The growth in public administration and defense, real estate, storage, transport, and personal services in the 1990s was broadly similar to that in the previous decades.

Rapid growth of the service sector is not unique to India. The existing literature shows that as an economy matures the share of services in output increases consistently. To begin with, the increase occurs along with an increase in the share industry. Thereafter, the services share grows more rapidly, accompanied by a stagnant or declining share of the industrial sector. Cross -country experience suggests that the first stage occurs until the country reaches lower middle income status, while the second stage commences once it becomes an upper middle income country.

Consistent with the trend observed in the other countries, India's growth experience has been characterized by a decline in the share of agriculture in GDP and an increase in the shares of industry and services. Between 1951 and 2000, the share of agriculture in GDP fell from 58 to 25 percent, while the share of industry and the share of services increased from 15 to 27 percent, and from 27 to 48 percent, respectively. In the 1990s, however, the share of services in India's GDP climbed by about 8 percentage points, as compared to a cumulative increase of 13 percentage points during 1951-1990. The share of the industrial sector, on the other hand, has been stagnant since the 1990s. As a result, the sector composition of output in India has come to resemble that of a middle income country, even though its per capita income remains that of a low-income country.

This explores the factors behind the dynamism of the services sector in India. One explanation suggested in the literature for fast growth in services is that the income elasticity of demand for services is greater than one. Hence, the final demand for services grows faster than the demand for goods and commodities as income rises. Another explanation is that technical and structural changes in an economy make it more efficient to contract out services that were once produced in the industry. This type of out sourcing has been called the “Splintering” of industrial activity. Splintering results in an increase in net input demand for services from the industrial sector, as well as the services sector growing proportionately faster than other sectors.

The empirical evidence presented shows that while splintering and high-income elasticity of demand for services have served to stimulate services growth in India; it is necessary to look beyond these factors to fully explain the growth acceleration since the 1990s. In particular important role also seem to have been played by economic reforms, the advent of the IT era, and growing external demand for services exports (Gordon Jim and Gupta Poonam, Nov, 2003).

This suggests a bright future for Indian service sector. The effects of high-income elasticity of demand and increase input usage in industry is likely to continue for some time, before tapering off. But extra impetus to services growth is also likely to come from exports and from liberalization. New markets for Indian services exports are just beginning to be tapped and there is substantial scope for further high growth rates in tradable services. There is also scope for considerable growth form liberalization and the associated productivity gains in some of the services sub-sectors where growth has lagged behind in the 1990s.

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CHAPTER -2
RESEARCH METHODOLOGY

CHAPTER-2

RESEARCH METHODOLOGY

SELECTION OF PROBLEM

Indian constitution ensures equal rights for women in the workplace, with equal pay for equal work, the ground realities are very different, across the country, in informal sector, women are mainly conferred to certain type of work which calls for repetitive tasks, sitting at one place for long hours, or so called softer options, like teaching or nursing. For those women who have courage to breach the invisible barriers take up 'a man's job', which would, require more decision making the glass ceiling prevents them from reaching the pinnacles of power.

In the new millennium women have finally reached parity with men not just by breaking glass ceiling but also by finally being recognized in corporate potential attire.

My interest in women in corporate world started when I did my projects as an MBA student, I have done two projects, and first one is on "Performance Appraisal" in Life Insurance Corporation of India and other one on "Ideal Model of Manpower Planning" at Amar Ujala in Kanpur (India). During my project I found that there were a number of women who were working as Agents, Supervisors, Executives, in the organization and are challenging men dominated society, through it, I got my inspiration from here to do further study on Women Executives. That's why during my M.Phil. Program I did my research on women, this study was on Women Entrepreneurship Development in NGOs, it studied how women help in providing the livelihood of rural women through making Self Help Groups (SHGs) in Bundelkhand Region of M.P. (India). In that study I had tried to find out, participations of women's in rural development.

After doing the study on rural women I planned to go further for urban women. For this I have taken help of many researches and published materials and found that the service sector is the best sector to meet my requirement. There are sufficient women in this sector than any other sector in India. It should be noted here that it is not easy in single research to cover the whole service sector industries in one time.

The need of this study arose when I found that there are very few studies have been done on women in hospitality industry. I also consulted with my research guide and finally reached the decision that there is need to do research on hospitality industry in India.

In the third phase, I had to select the right topic on women in hospitality sector. For this I took the help of some related books, research materials, published articles and also consulted the experts of hospitality sector and finally selected the problem titled as ***“Vertical Mobilization of Women in Corporate Management”, (A Study Of Service Sector Industries With Special Reference To Hospitality Industries In Delhi and NCRs).***

During my search, there are some other facts that have been also considered from some books, newspapers, magazines, journals, etc. (but I have not given their references here) which have motivated me to go for this topic.

An increasing number of women are providing that when it comes to making the right business move in the world of high finance, they have more than just a pretty face.

Since women are still only a small percentage of corporate executive/managers/officers, we can't expect this change to come overnight or even, in the next year or two, but we can begin as someone once said, there is a magic beginning.

As society gradually transforms and the workplace continues to change both women and men have one obligation to reevaluate and recast the old dichotomy about women's role at home and work.

To enhance career opportunities and remain current and viable in their careers, women must take advantage of diverse learning, volunteer for opportunities or positions, which lead to additional experiences and seek advice of mentors, experts or colleagues.

At the height of women's movement, women were told they could be whatever they wanted, so dream big, when women tried that, we soon had to face and address the real obstacles in our career path overcoming those even a degree which was considerably short

of complete success look extraordinary effort. If one is also married or had a significantly other burdens of household, then they were an additional strain and the issues of whether or not to have children often translated into whether or not to have a successful career or just resign oneself to being primarily a housewife.

In India, there is new group of self-employed women who own and run their business very profitably and with remarkable elegance. The self-employed women's association bank of India makes loan to "questionable risks" and it has 96% repayment rate. There is no question that compared to earlier decade, women today are better educated and hold more jobs worldwide.

Experts believe in greater number now than ever before, that woman possesses a unique interactive management skill that needs to be utilized fully in the organizations of future if the economics of tomorrow want to be prepared for competing in 21st century.

A survey of top women executives also revealed that many women feels the "Glass Ceiling" is not simply a barrier for an individual based on persons inability to handling a higher level job, rather, the "Glass Ceiling" applies to 'women as group' who are kept from advancing higher because they are women.

In a study, conducted in India, the attempt has been done to find out to what degree of glass ceiling exists in the largest democracy of the world and how women managers function in the country. It was found that only 52% women feel that their organizations are committed to using the talent of women and only about 20% see that business community is ready to accept women in key managerial positions.

REVIEW OF EXISTING LITERATURE

The major part of the methodology strategy is review of literature. Before going through hypothesis a researcher needs to go through the literature on the broad level; the help has been taken from related industries, institutes, and published/ unpublished study materials. The review of literature helps to identify areas in which further research is needed.

Only, very few researches have so far been undertaken either on women in corporate sector or women in corporate management in India. But now the women in corporate sector are making an eminent place and sharing very significant role towards the steady growth of corporate world.

Among the Indian researchers **Sunita Sen Gupta (2003)** studies on “Women leadership in Organizations”, this study deals with the socio-cultural determinants of women leadership at the top of Southeast Asian countries. This book is important for the top management of different organizations.

Vibhuti Patel (2002) on “Women Challenges in New Millennium” is the research on several socio-economic problems being faced by women. From this study the idea of globalization and women’s position in India, women in decision making and women in movement have been taken.

Panday and Rekha (1996) on “Women in India: Past and Present.” **Savita Joshi Thakur (1999)** work on “Women and Development: The Changing Scenario.” In 1990 a study conducted by Indian Social Institute on “Women in India: Equity Social Justice and Development.” **Kraisons Wasdi Napsri (1989)** on “Women Executive: A Sociological Study in Role Effectiveness.”

Recently in the **Business Today Magazine (Nov. 23,2003)** a report on “25 Most Powerful Women in Indian Business” in reference to their career autobiography has been published which have helped much in select this research field.

Although there are only limited researches related to Indian perspective, it is due to delay in the entry on women in corporate management. But there are many studies that have been conducted and published under international point view. This means that the participation and role of women in corporate management have been increased fast in past few years.

Among some other studies directly or indirectly dealing with the similar aspects at national or international level are **Carry L. Cooper and Marilyn, J. Davidson (1984)** published a

book on “Women in Management: Career Development for Managerial Success.” This book highlights some of the major issues and problems of women managers and also imparts suggestions to solve them.

Gisela Aspland (1988) published a book on “Women Managers: Changing Organizational Cultures.” Examining the difference in achievement of men and women, this book confronts these recurrent questions by looking at historical structural and psychological factors, which affects women’s approaches and attitudes to careers and advancement. But the sign of change also found in organizations where the culture is truly goal oriented. The opportunities for women towards progress are much greater, making the future look more promising and many educated women move into middle and top management and pressurize for eminent place in organization.

Gary N. Powell and Laura M. (2003) in his book “Women and Men in Management” address pre organization entry issue for women and men as well as the issues arise at the workplace. It examines issues pertaining to individuals at different developmental stages in work groups, organizations and society as whole. It considers what it is like for men and women to work with the others as press, to manage others and to be managed. It observes female/male relation in past eras examines their present nature and speculate about what they may be like in future.

Sheela Rowbotham, Routledge describes in his book “Women in Movement” provides students with historical account of concepts that have played a crucial role in economic theory: progress, development, modernization, tradition, equality, entitlement, rights, needs, are started in social context.

White Barbara, Charley, Cox and Cary Cooper (1992) in his published research on “Women’s Career Development” which is based on in-depth study of 48 successful women’s career development is the most important overview of women’s progress in management. Integrating the new research with existing theory and data, it is both exclusive new perspective on the way in which women succeed and excellent text for those studying women’s development in business. This book looks at: women need for

achievement, the comparison between successful women and organizations, the development and use of power.

Preeti Singh, Delhi University in her study “**Status of Women in the Hospitality Industry**” provides an insight into the role of women executive and managers working in hotel. She says, “Society in India is traditional and women were accepted in jobs like teaching, nursing or clerical services. There is evidence to show women cluster in low paid jobs. Due to socio-economic and cultural changes women have lately begun opting to work in the formal and non-traditional sectors of employment. The hospitality industry drives its importance from context of generating revenue and employment, promoting tourism and international understanding.”

The other research studies which are in the form of published books are: **Amita Arya (2000)** “Indian women,” **Marilyn J. Davidson and Ronald J. Burke (2000)** “Women in Management: Current Research Issue Vol II.”

The help of various other published materials, Journals, Articles, magazines newspapers have been taken for the selection of the problem.

Although, it cannot be said, that the above literature will be sufficient for the accomplishing the whole research. It should be notable here that the other study material/literature will have also been considered during the research work as per demand.

HYPOTHESIS

Based on theoretical framework, specific research hypothesis are:

1. There exist a close relationship between education and career graph of women in various organizations.
2. Women’s representations in top management have increased the rank of power policy and decision-making.
3. Women in corporate management struggle with fitting into the organizational culture without losing the sense of their own identity.

4. Women have crashed the glass ceiling and created path way for the younger generation in corporate management.

OBJECTIVE OF THE STUDY

The aim of the study can be conveniently translated in to the following objectives

1. To study the personal and career graph of women in various organizations.
2. To study the personal role and status of women in corporate management.
3. To know the rank of power, policy and decision making in various organizations.
4. To examine the effectiveness of corporate women in maintaining climate and culture.
5. To study the aspects of glass ceiling in corporate management.
6. To study the overall effect on performance of corporate sector and its impact on society.

PURPOSE AND IMPORTANCE OF THE STUDY

A study of women in corporate management is important in order to:

1. Recognizing women potential
2. Identifying problems, which prevent women reaching at top.
3. Sharpening women's skill and removing the barrier of inequalities.
4. Involving in policy formulation and decision making process.
5. Socio-cultural factors to explain the show of women's leadership in Indian organizations.

There is need for systematic effort to create a corporate climate, where women talents can be fully utilized as a beginning in increased productivity, innovation and probability. Purpose is to provide women with management skills and tools, that are vital to excellent performance and also to improve corporate environment by removing barriers that exit for women but not for men.

A growing body of scientific and experimental evidence supports the notions that women as a group have different management style than that of most men (International Conference Baroda 1994).

Helping women to maximize their potential helps not only them but also the organization must recruit the best managerial candidates from increased females in master's degree by avoiding discrimination in hiring.

Removing the barriers that obstruct women entails first accepting the premise that women belong in the work force and then eliminating the corrosive atmosphere that prevails in most companies sensitize the male managers to the new demographic between sexes at work.

The bureau of labor statistics reported that women earn 68 cents for every dollar earned by men (**Marilyn Loden**). A firm policy of equal pay for equal work must be conscientiously enforced and must be applied not only to entry level positions but also to all classifications.

A woman has to play dual role in the home and as career woman society as a whole thinks the economic independence of women and consequently leadership qualities in them lead to delegation of traditional values of marriage and duty sacrifices for men the biggest obstacle to corporate change is the reluctance of leaders to see the need for solutions. Implementing solutions for one is neither difficult nor expensive. The restraints that now hold women back can be loosened easily and problems will be swiftly remedied.

Many companies making effort to address the changing expectations and need of today's diverse workforce to help women, some men better manage the multiple roles they now play at work and at home at flextime is becoming standard procedures in many organizations.

The educated women can play a role in not only educating her family but also she can extend this benefit to organizations formally or informally. Education and awareness training can do much to diminish resistance to changing roles and work relationships.

As organization's become aware of the need for informal access and support among women in work place, some have begun offering corporate facilities, clerical support,

speakers and finding to help women employees to establish company wide networks. Such corporate recognition legitimizes the need for women support group, promotes good will among women employees and often increases informal communication between top management and women managers on key corporate issues.

Since birth to going for schools, job setting establishments and joining executive positions in the organizations, women have to compete for their existence and secondly they need permission to do so there is need to eliminate suppression of a half of mankind namely women since it is vitality linked with question of organization, so there is need for more and more involvement in decision making process.

In addition to the insights that women directors can provide in policy-making situations, their involvement demonstrates tangible corporate commitment to women in visible leadership roles. Therefore organizations must make sure to have more and more women on their corporate boards.

MODUS OPERANDI

Delhi and National Capital Regions of India contain a number of women who have status of eminent corporate women working in various industries of corporate sector and contributing a prominent role in corporate management. This is the study of those women who are the part of various hospitality industries of Delhi & NCRs. The research methodology towards there corporate women are preplanned as:

- 1 The proposed techniques of the sample survey under the research study is Sampling with probability proportional to size, the further development over cluster sampling for this purpose we have a list of the number of Five-Star hotels in the selected regions. Then we sample systematically the appropriate number of Five-Star hotels from commutative totals. The actual numbers selected in this way do not refer to individual hotels. But will indicate which clusters and how many from the clusters are to be selected by simple random sampling or systematic sampling.

- 2 Profile of the women in corporate management is derived from primary information. The secondary sources are also used such as reports, information published autobiographies quoted in reputed journals magazines papers etc.
- 3 The information on expectation is collected through structured questionnaires. Questions of different perspective shall be framed so as to obtain espouses five point graphic, comparative rating, different scales according to the nature of information to be derived.
- 4 Required data as per views, demand patterns expectation and need of study have been extracted through structured questionnaire, and somewhere on the spot interviews aimed at different segment of research study and distributed over different areas of research field. Out of 180 surveyed questionnaires only 30% questionnaire are supported with on the spot interview and it is tried to bring originality in research and reducing the chances of bias or misrepresentation in data. The secondary source of information/data may be published autobiographies or personnel records of powerful corporate women. But mostly data is collected through interviews with structured questionnaire.
- 5 Operational design deals with the technology by which the procedure specified in the sampling, Statistical and Observational design to be carried out. The size of population of women's in this study is 180.
- 6 Appropriate methods and techniques have been used to analyze to interpret the data to find out important co-relationship between various variables. Chi-square test, percentage and Correlation analysis have been used as statistical tools to interpret the results of the survey.

Limitations and Constraints

1. The finding of this study is totally dependent on the accuracy and the interests of responses of the women respondents.
2. Although, I have taken the data of the sufficient number of the women respondents under the study but it cannot be said exactly that this number is sufficient to obtain the most accurate and satisfactory results.
3. Although This research study covers a sufficient number of hotels (5-star, 4-star, and 3-star) under the wide area of survey i.e. Delhi and National Capital regions of India (included Gurgaon, Gaziabad, Faridabad, Noida, Greater Noida besides Delhi and New Delhi) and some questionnaire also have been taken to outside the selected region i.e. Delhi and NCRs to increase the number of women respondents/filled questionnaire to obtaining most accurate result. I have tried to find probably most accurate and reliable results but it can not also be said with confidence that this will produce most accurate results about the women in hospitality industry for the whole India.

CHAPTER -3

DELHI & NATIONAL CAPITAL REGIONS OF INDIA (NCRS)

CHAPTER-3

DELHI & NATIONAL CAPITAL REGIONS OF INDIA (NCRs)

DELHI: Industrial Background and History

Popular Hindu mythology claims that Delhi was the site of the fabled city of *Indraprastha*, which featured in the Mahabharata over 3000 years ago, but historical evidence suggests that the area has been settled for around 2500 years. Since the 12th century, Delhi has seen the rise and fall of seven major powers. The *Chauhans* took control in the 12th century and made Delhi the most important Hindu centre in northern India. When *Qutab-ud-din Aibak* occupied the city in 1193, he ushered in six and a half centuries of Muslim rule. The Delhi Sultanate lasted from 1206 to 1526, despite its inconsistent rule, and was followed by the mighty *Moghuls* from 1526 to 1857. The basis of what is today Old Delhi, including the Red Fort and the Jama Masjid, was built during the reign of the *Moghul* emperor *Shah Jahan* (1628-58).

In 1803, the British captured Delhi and installed a British administrator. Delhi was not the capital of India at the time, but it was an important commercial centre and had a population of 1, 50,000 by the start of the 20th century.

When the British decided to make Delhi the capital in 1911, they built New Delhi in a grandiose imperial style, as if the sun would never set on the British Raj. Only 16 years after the city was inaugurated as the nation's capital, Delhi was torched during the trauma of Partition. In a matter of weeks it was transformed from a Muslim-dominated city of less than a million inhabitants to a largely Hindu city of almost two million.

Today, very few city residents can lay claim to being 'real' Delhi-wallahs, and most of the population of New Delhi comprises Hindu-Punjabi families originally from Lahore.

Since Independence, Delhi has prospered as the capital of India. In the past decade its population has increased by 50%, largely due to rapid economic expansion and increased

job opportunities. The downside of this boom is increased overcrowding, traffic congestion, housing shortages and pollution.

Both Old and New Delhi exert a beguiling charm on visitors. Lose yourself unwinding the secrets of the city's Mughal past in the labyrinthine streets of Old Delhi before emerging into the wide open spaces of imperial New Delhi, with its ordered governmental vistas and generous leafy avenues.

It's an excellent base for visiting Agra and the Taj Mahal, and the Rajasthani colour of Jaipur is less than five hours away. If you're heading north to the Himalayas or east to the *ghats* of Varanasi, you'll probably pass through Delhi.

Area: 1,483 sq km

Population: 13.8 million

Country: India

Time Zone: GMT/UTC +5.5 (Standard)

Telephone Area Code: 11

Orientation

Delhi stands at the western end of the Gangetic Plain, bordered on the eastern side by the state of Uttar Pradesh and on the other three sides by the state of Haryana. Travellers to Delhi get two cities for the price of one. 'Old' Delhi, the capital of Muslim India between the mid-17th and late 19th centuries, is full of formidable mosques, monuments and forts. It's a lively area of colourful bazaars, narrow streets and barely controlled chaos. In contrast, New Delhi, the imperial city created by the British Raj, is composed of spacious, tree-lined avenues and imposing government buildings, and has a sense of order absent from other parts of the city.

The city is expansive but easy to navigate. The hub of New Delhi is Connaught Place, where you'll find most of the airline offices, travel agents and banks. 'Old' Delhi is a couple of kilometres north, and its main thoroughfare is Chandni Chowk. The two main centres for accommodation are Paharganj, near New Delhi Railway Station (budget), and Janpath, on the southern side of Connaught Place (budget and mid-range). There are a number of

cinemas and performing arts centres around Connaught Place, but Delhi's strict licensing laws effectively curtail nightlife.

The main bus station, the Interstate Bus Terminal, is at Kashmiri Gate, north of the 'Old' Delhi Railway Station.

Weather

Summer in Delhi is no joke – from April the temperature climbs relentlessly to more than 45°C (113°F) in May and June and the heat doesn't really abate until October. Dust storms called *loo* sweep in from Rajasthan with considerable fury. The arrival of the monsoon, at the end of June, brings intense humidity. From November to March is the best time to visit, with cool but sunny weather. Plus Holi, one of the most exuberant Hindu festivals, takes place around this time. October sees the end of the monsoon, but is reasonably pleasant. Nights can be quite chilly in December and January.

Events

A whirling dervish of people, culture and religion, Delhi offers a feast of festivals for every imaginable taste. This city celebrates harvests, seasons and celestial mangos, worships holy books and sacred stories, burns the devil and pays homage to light, and throws birthday parties for the founders of Islam, Hinduism, Jainism, Hare Krishna, Sikhism - and India.

Holi, in February or March, is one of the most exuberant Hindu festivals. To mark the end of winter, people chuck large quantities of colored water and powder at one another - tourists are not excluded. In March or April, Hindus celebrate the birth of Rama by reading the Ramayana at temples throughout the city. In April or May, Sikhs have a similar celebration, Baisakhi, where their holy book the Granth Sahib is read, followed by feasting and dancing.

If you're in Delhi in July don't miss the International Mango Festival, when Talkatora Stadium hosts hundreds of varieties of the heavenly fruit. August and September are happy festival months - during Ganesh Chaturthi, the elephant-headed god gets heaps of

attention, while on *Janmashtami*, and Krishna's birth is celebrated with plenty of mischief making. Ram Lila, India's most popular festival, runs over 10 days in September or October. The Ramayana is acted out and huge images of the demon Ravana are burnt. In late October, Hindu households light oil lamps to guide the god Rama home from exile, during the festival of *Deepavali*, which is also known as the festival of sweets.

Delhi's Muslims celebrate the usual Islamic festivals. During *Ramzan*, the most important, Muslims fast from dawn to dusk to commemorate the revelation of the Quran to Mohammed. When *Ramzan* ends, Muslims celebrate *Id-ul-Fiter* by eating a great deal and praying at the Jama Masjid.

Delhi Travel

Places to visit in Delhi: Red Fort, Jama Masjid, Chandni Chowk, Rashtrapati Bhawan, India Gate, Rajghat, Birla Mandir, Qutub Minar, Lotus Temple, Iskcon Temple

Introduction: The Capital city of the country and one of the largest cities in India, Delhi has a history extending back over three millennia. The strategic location of Delhi, between the Aravalli hills and the river Yamuna, had attracted the attention of almost every King or Conqueror in this part of the world. The earliest reference to Delhi as a settlement is made in the Hindu epic, Mahabharata, which states that the Pandavas founded a city called '**Indraprastha**', besides the river Yamuna in 1450 BC. Ever since then, Conquerors from North treated Delhi as a gateway to the Indian sub-continent.

Delhi today is one of the most elegant capitals in the world. Here one can see, the mingling of many cultures, languages, tradition and peoples into one united Nation. Delhi welcomes both the pleasure seeker and the mystic. "Lose yourself in Delhi" says Khushwant singh for "You may find its soul and your own."

Red Fort: Red Fort is laid out along the river Yamuna as an irregular octagon, surrounded by a wall of about 2.4 km in circumference and is built of red sandstone. The Mughal King Shah Jahan transferred the capital from Agra to Delhi and the Fort was completed in 1648. The Fort has Diwan-e-Am, and Diwan-e-Khas where the king would grant audience to the

public and would grant audience to important people respectively. Besides this is the Rang Mahal, the water cooled Apartment for the royal ladies.

Jama Masjid: This mosque, the largest in India, was built by Shah Jahan in 1656 A.D. Situated near the Red Fort in Old Delhi, the Jama Masjid has a sitting capacity of more than 20,000. Crowned by 3 onion domes and tapering minarets made of marble and slate, this architectural beauty is also a place of religious significance. The views from the top of the minarets are excellent.

Chandni Chowk: Today the centerpiece of Old Delhi, it was the pulse of Mughal Delhi's commercial life. Designed by Jahanara Begum, the favourite daughter of Shah Jahan in 1648, this place was once filled with shops and houses of wealthy merchants and noblemen. A narrow watercourse once flowed down the middle of this road, carrying water to the palaces. Its winding narrow lanes are now filled with a variety of shops ranging from sweet stalls to jewellery, textile and leather shops.

Rashtrapati Bhawan: This official residence of the President of India was formerly known as the Vice Regal Palace. Rashtrapati Bhawan is the highlight of Lutyens's New Delhi and was completed in 1929 at a cost of Rs.12, 53,000. Located in an area of 130 hectares, the palace has 340 rooms. At one time, 2,000 people were required to look after the building and serve the Viceroy's household. It has an impressive garden called the **MUGHAL GARDENS**, which is open to public twice in a year, usually in February and March.

India Gate: Straight down the road from **Rashtrapati Bhawan** is India Gate, which is primarily a memorial to unknown soldiers. Designed by Lutyens, the 42 meter high structure is a war memorial in honour of soldiers who died during the Second World War. The structure has an eternal flame (Amar Jawan Jyoti) to honour the memory of the unknown soldiers.

Rajghat: Located near the banks of the Yamuna River, Rajghat is a serene monument. It marks the site where Mahatma Gandhi was cremated after his assassination. Wide lawns

and a garden surround the samadhi with fountains and exotic trees that create a perfect ambience for meditation. Visitors come here to meditate on the Mahatma and the meaning of his life.

Birla Mandir: This is one of the landmarks in New Delhi - the capital of India. Built in the 20th century by the Birla family of industrialists, it stands apart from other temples in terms of concept and construction. The presiding deity here is Lakshmi Narain (Vishnu). The highest tower in the temple reaches a height of 165 feet while the ancillary towers reach 116 feet.

The Geeta Bhavan, a hall is adorned with beautiful paintings depicting scenes from Indian mythology. There is also a temple dedicated to Buddha in this complex with fresco paintings describing his life and work.

Qutub Minar: Qutab-ud-din Aibak, the first Muslim ruler of Delhi, commenced the construction of the Qutub Minar in 1193 AD. The developments of architectural styles from Aibak to Tuglak are quite evident in the Minar. The 238 feet high Qutub Minar is 47 feet at the base and tapers to 9 feet at the apex. The main mosque comprises an inner and outer courtyard, of which the inner one is surrounded by an exquisite colonnade, the pillars of which are made of richly decorated shafts.

Among the ruins in the Qutub Complex, the Quwat ul Islam Masjid is one of the most magnificent mosques in the world. The building material for this mosque is provided by demolishing many Hindu and Jain temples in this area. Built in 1197, this mosque is one of the finest blends of Hindu and Islamic architecture.

In the courtyard of the Quwat ul Islam Masjid, is a 7m high **Iron Pillar** - one of Delhi's most curious antiquities. Belonging to the Gupta Age, the pillar contains Sanskrit inscriptions, which state its history.

Lotus Temple: This gleaming white structure, shaped like a Lotus, is made of marble, cement, dolomite and sand. Located on Bahapur Hill, the Lotus Temple is meant for the

worship of God, irrespective of caste, creed, race or nation. Visitors are requested to maintain silence inside the temple premises. A visit to the Bahai Temple also known as Lotus Temple is a must both for the tourists and the people in search of peace and tranquility.

Iskcon Temple: Iskcon Temple in Delhi is reputed as one of the largest temple complexes in India. The elegantly built complex is located on a hill and is dedicated to Lord Krishna and Radha. The hall of the temple is centrally air-cooled with a capacity to accommodate about 1,500 people. There are beautiful paintings of Russian artists on the different past times of Radha Krishna, Sita, Ram, Laxman, Hanuman and Chaitanya Mahaprabhu.

Delhi being the primary hub, India is gradually becoming a chosen destination for many travelers. Besides Delhi, Mumbai often forms the hub of most of these travels and perhaps will be in your case as well. Whatever your landing point in India might be, wherever you might want to travel, delhigate.com remains your only online query resource service for India.

NOIDA: An Industrial Overview

North Okhla Industrial development Authority (NOIDA) was set up on the 17th of April, 1976 under the **U.P Industrial Area Development Act - 1976 Section 3**, to control the unorganized industrial development in the then district of **Bulandshahar** (tehsil Dadri), subsequently in district **Ghaziabad** and presently in district Gautam Budh Nagar.

NOIDA is also concerned with organizing the small and medium scale industries, operating in the national capital and in the neighboring non-conforming areas, in a planned and systematic manner.

In order to provide adequate educational facilities in NOIDA, development work for Gautam Budh Nagar University is under progress. Greater North Okhla Industrial development Authority (NOIDA) was set up on the 28th of January, 1991 under the **U.P Industrial Area Development Act - 1976 Section 3**, under which 48 villages of district **Bulandshehar** and 57 villages of district **Ghaziabad** (tehsil Dadri) were enlisted. Later as

per a government order, 10 more villages of district Ghaziabad (tehsil Dadri) and 5 villages of district Bulandshahar (tehsil Sikanderabad) were also enlisted under Greater NOIDA. As a result, a total of 126 villages are currently enlisted under Greater NOIDA, and the area is being developed as a sub-regional project of the national capital.

The first phase of the plan (1991 - 2001) entails the development of 5,000 hectares of land, having a population of 3.0 lakhs. In the second phase (2001 - 2011), another 7,000 hectares are to be developed.

Physical Infrastructure

- Internal work on 6 residential sectors and 2 industrial sectors is under progress.
- Rs.46 crores of developmental work completed in the period 1998-99.
- Strict in-house quality measures. Regular checking by **MITES**.
- 95% of the street lights installed, functional every night.
- The main roads to be developed into 8 lanes, along with improvement in their riding quality.
- The Greater NOIDA **Entry Point** to be adequately developed.
- 78,211 ornamental and shady trees planted along the roadside.

Initial Development Initiative

- The **Single Table Process** effectively implemented under the plan for industrial development.
- Continuous monitoring of **IEMs**, **FIBs** and **100% EOUs** (Export Oriented Units).
- **Toy City** and **Women Entrepreneur Park** recently set up.
- An **Industrial Research Centre** set by **BPCL**
- A 25-acre **Trade Mart** being developed, which is to be par with the international standards?
- Ten proposals for a **Frozen Foods Complex** currently under consideration.
- The Greater NOIDA area has been approved under the **ESI** plan.

Departmental Development

- Establishment of a **Knowledge Park**.
- Lands already allotted for two **Engineering Colleges**, two **Computer Institutes**, nine **Vocational Training Institutes** and 19 **Higher Secondary Schools**.
- The **A.P.J. School of Planning & Architecture** and two **Management Institutes** already functional. One Engineering College to be operational from the next session.

Professional Training to Local Residents

- A 25 bed **Hospital** operational since August 1999.
- Establishment of a **Knowledge Park**.
- Lands already allotted for two **Engineering Colleges**, two **Computer Institutes**, nine **Vocational Training Institutes** and 19 **Higher Secondary Schools**.
- The **A.P.J. School of Planning & Architecture** and two **Management Institutes** already functional. One Engineering College to be operational from the next session.

GHAZIABAD

Ghaziabad town located next doors to Delhi was founded in 1740. It is located on the Grand Trunk (GT) Road 19 km East of New Delhi. Modern Ghaziabad is a rapidly developing industrial town. Many workers commute daily to New Delhi, where goods produced in Ghaziabad are also marketed. Manufacturing and processing industries include computer assembly, electroplating, vegetable oil, tapestries, bicycles, railway coaches, diesel engines, heavy chains, brass brackets, glassware, pottery, paint and varnish, lanterns, and typewriter ribbons. There are three degree-granting colleges, affiliated with Meerut University. Ghaziabad district was established in 1976. The region consists of a flat plain traversed by perennial streams. Agriculture dominates the economy; crops include cereals, pulse (legumes), sugarcane, and oilseeds.

Industries produce sugar, alcohol, vegetable oil, textiles, paper, agricultural implements, fans, radiators, electrical goods, chemicals, and iron and steel utensils. Handloom weaving and silk weaving are the cottage industries. The town is virtually a satellite town of New Delhi.

Area: 2590 sq. kms.

Population: 27.90 lakhs (1991)

Large/Medium Industry Units: 360

Capital Investments: Rs. 1565.03 crores

Uttar Pradesh has given more Prime Ministers to this country than any other state. With as many as 85 seats in the 543-member house of the people's -Lok Sabha, it has the most decisive say in making and marring of the governments at the center. With 140 million people inside its boundaries, it makes for a 16 percent contribution in the total manpower the country has got - a huge human resource pool. Forming part of great Indo-Genetic plain, it has water resources in abundance. U.P. produces most sugar and potatoes than a number of states put together. Endowed with natural resources, temperate climate and fertile agro-climatic conditions, it has got the biggest stage for turning industrial revolution into a reality.

U.P. Government's budget for year 2000-2001 presented to the State Assembly states that there are numerous reasons for backwardness and tardy development in U.P. the main being:

1. An insufficient and low-grade infrastructure facility, mainly paucity of power supply, which shows that enough investment, has not been made in the sector.
2. Inadequate and ineffective expenditure on education and health, resulting in sub-standard development of human resources and
3. Too frequent changes in government, due to which quality of administrative controls deteriorated.

All above factors, in fact, are inter-linked. Downwards trend in financial situation of the state government in early eighties and political instability during the period 1992-97 was

mainly responsible for governments' failure to have sufficient investments for development of infra-structure facilities and strengthening of social service sector, admits the budget document.

A note prepared by the industrial department of the government goes a step further to conclude the following to be main reasons for comparatively sparse growth of industries in the state: -

1. Negative image of the state.
2. Irregular and costly power supply.
3. Pressure tactics and repression let loose by the local influential people.
4. Administrative delays and;
5. Uncertain policies

Although agriculture has been dominating the state's income resources, the increasing contribution being made of secondary and tertiary sectors to the total state and national income, a steady shift and diversification of the economy from agricultural to non-agricultural sectors is being noticed. With fast increasing population which is more than the national average, not only the percentage of the state population below the poverty line is nearly 35 % but also the number of job-seekers has gone up from 1.5 million in 1981 to 28 million in 1991. The latest figures suggest that there has been a 50 % increase in this during the last eight years.

Therefore only a renewed thrust and a vigorous implementation of various industrialization programs is necessary for the growth of the sector-particularly for generating rapid progress and economic growth at a accelerated rate and also for raising resources for overall development and rapid progress of the state, conclude most of the economists who have studies the state scenario with microscopic foresight.

With the awareness of overall technological and information revolution in India, the state and the people of U.P. have now realized that there is strong need for giving boost to strategic, selective and sound planning and industrial environment in the state with a view to inject total improvement in the quality of life of the people. Yet the things are far from

satisfactory mainly because of the lethargic and almost unconcerned attitude of those who are supposed to take care of the state and its people.

The Present Scenario: Industrial background

Total number of industries in U.P. is approximately 3.80 lakhs Out of which as many as 3.75 lakhs (approx.) are of the small size meaning thereby that only about 2500 big and Medium size industries are there in the vast state of Uttar Pradesh. The total investment in the industrial sector is to the tune of nearly thousand crores and the total number of those employed by them comes to about 24 lakhs. Another problem facing the state is of imbalance in the industrial development. The following facts narrate the real story:

1. Out of total number of small industries, 65 % are located in 12 districts of the state, namely Noida, Meerut, Gaziabad, Kanpur, Muzzaffarnagar, Allahabad, Lucknow, Aligarh, Bulandshahar, Mathura, Barabanki, and Agra.
2. Of the total investment in medium and heavy industries, 80 % is there in only 14 districts of the state.
3. The investors are mostly attracted towards the western districts of the state. 70% of the total investment proposals that had come to state during 1998-99 were for eight districts namely- Gaziabad, Allahabad, Gautam Buddh Nagar, Bijnore, Sultanpur, Mathura, Muzzafarnagar and Bulandshahar-**the highest 25 percent being for Ghaziabad**. Of these eight districts only two- Allahabad and Sultanpur are outside the western part of the state.
4. As many as 11 districts have attracted almost nil investment till recently. They are- Chamoli, Bageshwar, Champavat, Rudraprayag (all in the hills), Mahoba and Chitrakoot (in Bundelkhand region), Koushambi, Shravasti, Ambedkar Nagar (in East) and Kannauj and Baghpat (in the western part of the state).

If sweet words, announcements, promises and slogans were to produce industries, U.P. may have reached a saturation point as far as the industrialization is concerned. But that was not to be. Successive governments, while blaming each other came out with new

policies and chief ministers, ministers and officers making expensive tours to big metros- particularly Bombay and even countries like U.K. and U.S.A. to seek investments with almost no results. The then Chief Minister Mayawati was most candid in putting the blame on the previous governments at a function organized by Associated Chamber of Commerce and Industry in the last week of September 1995. 'Nothing was done except drama (*'Naatakbaajee'*) in the name of industrialization during the previous government', said she. At almost the same time Governor of Reserve Bank of India, on a tour to Varanasi expressed concern at the dropping rate of credit-deposit ratio in the state while a noted industrialist B.K. Modi opined- 'indifferent attitude of the bureaucracy had been the main handicap in the matter of privatization in the economic field.

This was the truth but not the whole truth. The situation has been more painful than what had been said. The industrial map of the state has many more dark holes. Apart from deterioration in law and order situation and shortage of power, lack of will power on the part of political as well as administrative bosses and declarations and announcements instead of implementation has played havoc with it. Administrators stuck to their discretionary powers, giving huge room for corruption and the talk of one-window or one-table system failed to produce the desired results. **Right from Rajiv Gandhi to Mayawati, almost everybody agreed-'nation can't progress unless U.P. progressed.** Yet the basics leading to the roadblocks were not attended to. Industry, for most of them remained something, which could get you money under the table.

For nearly a decade, the need to have a solid infrastructure base for the rapid industrialization was only stressed and not met. Successive government, right from the one led by Kalyan Singh in 1991-92 to Mulayam Singh Yadav in 1993-95 and the ones, which followed, announcements and only the announcements were made about establishment of one infrastructure development fund. The results are being horrible. Till only recently most of the industrial estates created by the government for the entrepreneurs to come with money and set up their industries, were in pitiable conditions, according to a report published by newspaper.

The roads were in the worst possible shape, power was regular only in irregular supplies, communication facilities were not up to the mark, and local big-wigs had a field day in asking for the security money and administrative help in dealing with these problems hardly forthcoming. Government sources admit that local influential people had been using arm-twisting methods against the industry for getting contracts, employment and donations for elections and functions etc. Tripartite meeting arranged by the nodal police officers appointed for the purpose produced almost no result. **A survey recently conducted by the Chamber of Indian Industries- C.I.I. has made several adverse comments on the prevailing situation in U.P.**

Now with world bank coming to their rescue through lot of monetary help and the present Chief Minister devoting a lot of time for seeing the procedural delays removed and a standing body -Udyog Bandhu taking up the one-table system to its logical end, a new hope is generated though it is hard to predict if it will not meet the same fate as the previous effort of the like had met.

For the first time (after so many announcements to the effect) the government has set up a one billion revolving infrastructure development fund and has invited the private sector to invest in the endeavor. The state government recently has also announced some other measures.

- State-level B.I.F.R. for rehabilitation of sick industry.
- PICUP and UPFC to float loans to the tune of 345 crores.
- 600 acres of land to be offered through UPSIDC.
- Offering 930916 sq metres of land for industrial units in Noida.
- Economic corridors near Delhi and also in between Lucknow and Kanpur to be created for attracting foreign investment.
- Food park and textile city to be established in Gorakhpur Industrial development corporation area.
- Software parks to be established in Moradabad, Bareilly and Jhansi.
- Info-cities to be established in Lucknow and Agra.
- Export Promotion industrial park to be established in Gara.
- A council headed by the Chief Minister has been constituted to attract investments by NRIs.

As far the basic problems, the state govt. has for the first time come out with a long-drawn strategy. Udyog Bandhu has decided to hire a public relations agency to deal with the negative image of the state and create a congenial atmosphere for rapid industrialization.

GURGAON

Gurgaon district is situated in NCR of Delhi, the capital of India. It is just 10 kms. away from Indira Gandhi International Airport, Delhi. The district derived its name from the name of Guru Dronacharya; the village was given as *gurudakshina* to him by his students; the Pandavas and hence it came to be known as *Guru-gram*, which in course of time got distorted to Gurgaon. Thus the district has been existence since the times of Mahabharata. The district is surrounded by Delhi & Rajasthan.

It is said that Yudhishtar, the eldest brother among the Pandavas, gave this village to his guru, Dronacharya, whose tank still exists on the west side of the Railway Road. Actual village "GURGAON" is about 1.5 km. away from Gurgaon town, where the temple of SHEETLA MATA, attracts devotees in large numbers on every Monday and Tuesday. During Akbar's reign, the district fell within the *subas* of Delhi and Agra, and comprised, wholly or partly, the *sikars* of Delhi, Rewari, Suhar Pahari and Tijara. With the decay of the Mughal Empire, it remained in a disturbed state as a consequence of fighting between the neighboring chiefs till 1803 AD when most of it came under the British rule through the Treaty of Surji Arjungaon with Sindhia. The town was first occupied by the cavalry unit posted to watch the army of Begum Samru of Sirdhana, whose principal cantonment was in the village Jharsa, 1.5 km. to the south-east of the town.

The civil offices were removed from Bharawas (tehsil Rewari) in 1821 AD, when the British frontier advanced through the acquisition of the Ajmer territory.

The district was divided into *parganas* by British's; various *parganas* were given to petty chiefs and granted as *jagirs* in lieu of military services rendered by them. These *jagirs* were gradually resumed and came under the direct management of the British; the last of the important changes took place in 1836 AD. There after, the district remained unchanged until the 1857 uprising. In 1858 AD it was transferred from the North Western Provinces

to Punjab. In 1861, the district was rearranged into five tehsils Gurgaon, F.P.Jhirka, Nuh, Palwal & Rewari. In the composition of the District since the beginning of the 20th century various changes have occurred.

1901-1911: No change took place during this decade.

1911-1921: Ballabgarh was one of the three tehsils comprising the then Delhi district. A part of this tehsil was transferred to the Gurgaon district in 1912. This was formed into the new sixth Tehsils of the district with the same name viz. Ballabhgarh.

1921-31: No changes occurred during this decade.

1931-41: Minor changes occurred between Gurgaon district and Uttar Pradesh due to river action.

1941-51: Under the Provinces and States Order 1950, 9 villages of the district including Shahjahanpur were transferred to Rajasthan, whereas the district gained with merger of Pataudi State and the transfer of it of 2 villages from Rajasthan and 78 villages from PEPSU.

1951-61: There was no change in the boundary of the district during this decade.

1961-71: There was no change in the boundary of the district during this decade.

1972-: Rewari Tehsil was excluded from the Gurgaon district and included in the Mahendergarh district.

1974-: thirty-four villages were excluded from Palwal Tehsil.

On 15th August, 1979, Gurgaon district was further divided to form a new district Faridabad in which tehsils of Ballabgarh and Palwal, of Gurgaon District were merged.

Location: The present Gurgaon district comprising nine blocks Tauru, Nuh, Pataudi, Nagina, Punhana, F.P.Jhirka, Sohna, Gurgaon & Farrukhnagar was created on 15 August, 1979. It is the southern-most district of Haryana. The district lies between 27 degree 39' and 28 degree 32' 25" latitude, and 76 degree 39' 30" and 77 degree 20' 45" longitude. On its north, it is bounded by the district of Rohtak and the Union Territory of Delhi. Faridabad district lies to its east. On its south, the district shares boundaries with the states of Uttar Pradesh and Rajasthan. To its west lie the district of Rewari and the State of Rajasthan. Gurgaon town is about 32 kms away from New Delhi, the National Capital of India.

Climate

The climate, except during the monsoon, is characterized by the dryness in air, a hot summer and a cold winter. The year may be broadly divided into four seasons, viz. winter, summer, monsoon and the post monsoon or the transit period. The winter starts late in November and continues upto the beginning of March. The summer is from March till the end of June. The period from July to mid September is the south west monsoon season. Mid September to end of November constitutes the post monsoon or the transition period.

Religion

The majority of population of the district consists of Hindus. They predominate both in the rural and urban areas except in the Nuh and Ferozpur Jhirka tehsils where the Muslims are in majority.

Festivals and Fairs

Festivals and fairs are an integral part of religious life. The common festivals celebrated by the Hindus are Holi, Janam Ashtami, Dussehra and Diwali. The other festivals are Shivratri, Gugga Naumi, Solono and Bhaiya Duj. Mela Masani mata or Sitla Mata ka mela and mela Chhat Bhadon or Baldev Chhat are the more important fair held in the district. Mela Pir, mela Burha Baba or Mela Vankhandeshwat, Mela Suraj Kund, Mela of Ravan of Meos and Mela Jhirka are locally important fairs.

Population as per Census - 1991 (in Millions)

Total Population = 11, 46,090 (i.e. 6.96% of total population of Haryana State)

Urban: 232,704

Rural: 913,386

Total Area = 2760 sq. km (6.24% of total area (44,212 square km) of the state.)

Agriculture: The economy of the district is primarily agriculture.

Industrial background

Gurgaon offers an excellent location to start industry as it is in close contact with cosmopolitan world, being close National Capital Delhi. It has excellent law and order situation with peaceful environs. The Gurgaon has been able to attract sizable investment from Multinational companies, large business houses, foreign investors, Non-Resident

Indian (NRI) etc. Some of them are *Maruti Udyog, Hero Honda, Alcatel, IBM, Honda Motors, Bharti Telecom, Carrier Aircon, Siemens etc.*

TOURIST PLACES

Gurgaon (Tehsil Gurgaon)

The headquarters of the district of the same name, Gurgaon town, having an altitude of 229 meters, lies at a distance of 32 km from Delhi on Delhi Bikaner railway in 28° 28' 0" North Latitude and 77° 01' 43" East Longitude. The town was first occupied by cavalry unit posted to watch the army of Begum Samru of Sirdhana, whose principal cantonment was at the village of Jharsa, 1.5 km to the south east of the town. The principal buildings of interest include Cawn Sarai, Nehru Stadium and Kamla Nehru Park. About 1.0 km away from the Gurgaon town is a village by the same name which is known far and wide for its temple of SHEETLA MATA (1 km from bus stand) where a fair is held every Monday and Tuesday. Mata Sheetla known to be wife of Guru Dronacharya, Every year during the month of March and July, a fair is held. People from every part of nation visit to this religious temple, Administration is provided all type of assistance to public/people in terms of their lodging, boarding, traveling arrangement.

Sohna (Tehsil Sohnna)

This town having a altitude of 230 meters, is situated on the highway from Gurgaon to Alwar, 24 km from Gurgaon and 56 km from Delhi. It lays in 28° 14' 51" North Latitude and 77° 05' east Longitude. *Sohna* is a corrupted form of *Sona* which means gold. The town is said to have derived its name from the gold dust which was found after heavy rains in the beds of the neighbouring torrents. The town is of great antiquity and has been occupied in succession by three different races, viz. the Kambhos, the Khanzadas and the Rajputs, traces of which still exist in the extensive ruins by which the town is surrounded.

The town is especially remarkable for its hot springs. In ancient times, it was a place of *rishis* and the main kund (tank) was called Shiv Kund. During Mughal period, Akbar on his visit to this palace had praised the place as one of the best in suburbs of Delhi. Famed for medicinal properties; these Sulphur springs were visited by foreign tourists during the

British period. Now the government has developed this place into a tourist and pilgrim center.

A number of Painted Grey sites have been found spread over the Gurgaon district. A brief account of some of the more important sites is given below.

Nuh (Tehsil Nuh)

Nuh, the headquarters of the Tehsil of the same name and having an altitude of 190 meters, is situated about 45 km south of Gurgaon on Delhi-Alwar Road. It lies in 28° 06' 19" North Latitude and 77° 00' 09" East Longitude. The town assumed importance in the time of Bahadur Singh of Ghasera because of the trade in Salt which was manufactured in the neighboring villages. To the west of the town is fine masonry tank of red sandstone with a chhatri possibly connected with the name of Chuhi Mal, adorned with beautiful floral designs? The tomb of Sheikh Musa, an example of the combination of Muslim and Rajput architecture, is at a distance of about two km and half from town. It is famous for its shaking minarets. The shaking of the minarets can be distinctly felt. There are two monuments in village Kotla about 6.5 km south of Nuh. These are 'MOSQUE' and the tomb of Bahadur Khan Nahir. In these buildings, red sandstone and Grey quartzite are skillfully combined in a very effective and well-built structure. Over the ruined gateway is an inscription giving the date of its building as A.D. 1392-1400.

Pataudi (Tehsil Pataudi)

Pataudi the hqrs of tehsil of the same name and having an altitude of 280 metres, lies at about a distance of 29 km from Gurgaon, and in 28 ° 19' 29" North Latitude and 76 ° 46' 36" east Longitude. The town was founded in the reign of Jalal-ud-Din Khilji by a Mewati Chieftain, Pata, who named it Pataudi, which seems to have been corrupted to Pataudi. During Aurangzeb's reign, it was made a pargana and was attached to Rewari. But in 1803, it was granted as Jagir to Faiz Talab Khan. The palace of the Nawab of Pataudi, built in 1934, is a remarkable building. It has a cricket ground in its premises. There is famous temple of Mahadeva at Inchapuri, about 8 km from town. A fair is held here during November. Ashram Hari Mandir Sanskrit Vidyalaya is worth paying a visit.

Ferozpur Jhirka (Tehsil Ferozpur Jhirka)

Ferozepur Jhirka, the headquarters of the tehsil of the same name and having an altitude of 205 meters, is situated on the main road from Gurgaon to Alwar, about 82 km south of Gurgaon. It lays in 27° 47' 40" North Latitude and 76 ° 56' 34" East Longitude. The town is said to have been founded by Firoz Shah Tughluq as a military post for putting down neighboring turbulent tribes. The old part of the town is rectangular in shape and surrounded with a high wall which is now in ruins. This place is called Jhirka because of a Jhir, a spung, from a perennial stream which issues from a number of fissures in the rocks nearby.

Farukhnagar (Sub-Tehsil)

A town in the Gurgaon tehsil and having an altitude of 220 meters, it lies in 28° 27'09" North Latitude and 76° 49'30" East Longitude at a distance of about 21 km from the tehsil/district headquarters to the north-west near the boarder of the Rohtak district. The town, octagonal in shape was founded by a Baluch chief, Faujdar Khan, who was a Governor appointed by emperor Farrukhsiyar, after whom the place was presumably named. The tourist attraction is Jami Masjid built of Agra red stone, which was constructed by Faujdar Khan. It is ornamented with a commemorative marble tablet. Besides, two slabs of red sand stone are affixed in the southern wall of courtyard. There is also a shrine of Budho Mata situated at Mubarakpur, a village about 5 km from Farrukhnagar.

The following are some of the important places to visit in District Gurgaon :

Dhankot

It lies 11 km west of Gurgaon on Gurgaon - Farrukhnagar Road. Tradition has it that milk was supplied from this place to Guru Dronacharya and his pupils at Gurugram (Gurgaon). It is also identified as Thullkottiha (of the Buddhist literature) and was visited by Lord Buddha.

Saiyad

It lies 3 km west of Gurgaon on Gurgaon Dharampur Road. Traditionally, the site is

believed to be the residential place of Guru Dronacharya and his pupils. The site has yielded Painted Grey Ware and late medieval remains.

Ata

It is situated 5 kms east of Sohna on Sohna Hathin Road. It had been an important center of art and architecture in the time of Gurjara-Pratiharas. Two beautiful icons-one representing Uma Maheshvara seated on Nandi of early medieval period and other representing Adinath of medieval period.

Malab

Situated 5 km south of Nuh on Gurgaon Alwar Road, the village contains one of the highest mounds in the region. A coin of Kanishka, some coins of late Kushanas and a number of coins of Muslim rulers have been found at the site.

Sanghel

It is situated 13 km east south of Nuh on Nuh Hodal Road. It is one the highest mounds in the district. It has yielded Painted Grey Ware, early historic wares and late medieval remains.

Ujina

It lies 10 km east of Nuh on Nuh Hodal Road. The village is known for its lake. The mound has yielded Painted Grey Ware and early historic wares. The stone sculptures located at the site represent Varaha and Nrsimha of medieval period, and Lakshmi of late medieval period.

Sultanpur Lake Bird Sanctuary

Ten Km from Gurgaon and 42 km from Delhi, the place is a haven for bird lovers. It is a find of Peter Jackson, the world famous authority on bird watching. It was opened for tourists on 6th Feb. 1972. To this lonely and lovely retreat, flock the migrant birds from Europe and Siberia. These birds come here with the onset on winter and return when their colder homes have warmed up. Camping equipment like beds, Chairs, central tables, lights,

stoves etc are available at site on hire at reasonable rates. To facilitate bird watching, there are observation hides and watch tower.

Sohna Sulphur Springs and Tourist Complex

The tiny town with pretty name, Sohna is credited with sulphur springs. This is situated in the heart of the town by the side of a perpendicular rock and is approachable only on foot through small narrow lanes where vehicles can not pass. The water is strongly sulphurate and its temperature varies from 46° C to 51.7C. ° The present site of main kund, called Shiv Kund, is believed to have been the ancient abode of hermits. The hot water is believed to have curative effect on skin infections and diseases like gout and rheumatism. Hindus consider the tank sacred and come for a dip in its water on solar/lunar eclipse and Somavati Amavasya. The complex is studded with an extravagance of colour-ful flowers, trees and shrubs. Its vast landscape with peacocks strutting about grips one with all its beauty and splendor. Sohna by night becomes a wonderland of lights, simply bewitching.

Shama Tourist Complex, Gurgaon

Named after the Indian popular bird, the Shama Tourist Complex at Gurgaon is located in the heart of the town. It is about 0.5 km away from Gurgaon Bus stand and near to General Hospital of Gurgaon. It has become a favourite motoring stop over a journey to Jaipur side, as it is about 1 km away from Delhi - Jaipur National Highway.

Where to Stay (in & around Gurgaon)?

The Main reputed places where one can stay are as below:

- 1.Shama Tourist Complex:** Inside Gurgaon City(0.5 km from Bus Stand)
- 2.Vatika Garden Retreat:** Village Karanki (Sohna-Balabhgarh Road, Gurgaon)
- 3.The Plaza Solitaire:** Delhi-Gurgaon Road, Sector-14, Gurgaon
- 4.The Bristol Hotel(5 *):** Adajacent to DLF Qutab Enclave Phase-I, Gurgaon
- 5.Sohna Tourist Complex:** About 25 km from Gurgaon
- 6.Saras Tourist Complex:(Damdama Lake),** About 20 km from Gurgaon
- 7.The Radisson Hotel(5 *):** Near Mahipalpur on Delhi-Gurgaon Road
- 8. Trident Hilton (5* deluxe):** Udyog Vihar Phase II, Gurgaon

Beside these some guest houses, lodges (near bus stand) and some Dharmshalas are also situated in the city.

FARIDABAD

District profile: origin & development

District Faridabad after being carved out from erstwhile Gurgaon district came on the map of **Haryana** on 15th August, 1979 district.

Faridabad was founded in A.D. 1607 by Shaikh Farid, treasurer of Jahangir, with the object of protecting the highway which passed through the town. Shaikh Farid built a fort, a tank and a mosque which are in runins. Later, it becomes the headquarters of a pargana which was held in jagir by the Ballabgarh ruler. The District Faridabad came on the map of Haryana on 15th August, 1979 as the 12th District of the state. The new District was carved out from erstwhile Gurgoan District.

Location & boundries

Faridabad is about 25 Kilometers from Delhi in 28° 25' 16" North Latitude and 77° 18' 28" East Longitude. It is bounded by Union Territory of Delhi (National Capital) on its north, Gurgaon District on the west and State of Utter Pradesh on its east & south. The river Yamuna, separate the District Bunday on eastern side with UP State. Delhi-Mathura National Highway No.2 (Shershah Suri Marg) passes through centre of District. It has a railway station on the Delhi-Mathura double track broad-gauge line of the Central Railway.

Area & population

The district having an area of 2151.00 K.m. District having a share of 4.86% of the total state land accommodates a population of 21, 93,276 (2001 Population census figures) 10.40 percent of the state population. Only 55 Sq. Km. is area under forest, which is about 2.61% of the total geographical area of the District. The district has almost flat plains. The river Yamuna, flow on its entire eastern boundary. Its density according to 2001 population census is 1020 persons per Sq. km. against 372 in the state. It is the most densely populated district in the state.

Infrastructure

Faridabad has well connected network of road and Electricity. All the villages of the District are connected by metalled roads as well as all villages having electricity since 1970. Faridabad is well connected with other parts of the country by Rail and Road. The broad gauge railway line of Central Railways passes through the District and most of the trains going to South and West of India passes through the District. Also Delhi-Mathura-Agra road NH-2 passes through the middle of the District and Faridabad, Ballabgarh, Palwal & Hodal are the mains towns of the District on the National Highway. District has six telephone exchanges and about 126 post offices.

Industry

There are now about 15,000 small, medium and large industries in this complex providing direct and indirect employment to nearly half a million people and ranks 9th largest industrial estate in Asia. The combined turnover is estimated to be about Rs. 1500 billion. Many international/ multinational companies like Whirlpool, Goodyear, Larsen & Toubro, Asia Brown Boveri, GKN Invel, Woodward Governor, Castrol besides Escorts, Eicher, Cutler Hammer, Hyderabad Asbestos, Nuchem are operating in this belt.

The Faridabad and Ballabgarh Complex is situated at Sher Shah Suri Marg known as Delhi Mathura Road at 32 km from New Delhi in the state of Haryana. In order to rehabilitate the displaced persons consequent upon partition in 1947 this complex was conceived way back in 1950. Initially, there were about 4-5 industries and over a period of time this area has grown phenomenally beyond the expectations of original planners. There are now about 15,000 small, medium and large industries in this complex providing direct and indirect employment to nearly half a million people and ranks 9th largest industrial estate in Asia. The combined turnover is estimated to be about Rs. 1500 billion. Many international/ multinational companies like Whirlpool, Goodyear, Larsen & Toubro, Asia Brown Boveri, GKN Invel, Woodward Governor, Castrol besides Escorts, Eicher, Cutler Hammer, Hyderabad Asbestos, Nuchem are operating in this belt.

A variety of engineering products from Forgings to Tractors, Clutch Assembly to leaf springs are being manufactured by the industries in this belt. The total land are occupied by

the industries is about 6948 hectares.

Industrial Associations of Faridabad

- 1) Faridabad Industries Association
- 2) Faridabad Small Industries Association
- 3) Laghu Udhog Bharti
- 4) Faridabad Manufactures Association
- 5) Faridabad Chamber of Commerce & Industries

The **Faridabad Industries Association** popularly known as the **FIA** was started way back in 1952 initially by a group of enterprising industrialists. In the year 1965-66 the erstwhile Punjab manufacturing organization was merged with the Faridabad Industries Association to form a larger organization to represent the small medium and large-scale industries in this area. Over the efflux of time, the Faridabad Industries Association has become one of the most outspoken and effective Associations in the Northern Region. Its views are listened to with respect by one and all authorities and it is entirely because of the continuous support, which it gets from its members.

The FIA members are contributing nearly **80% of the total turnover** and employment in this industrial complex.

The FIA is largely a service oriented organization and its presence in all facets of Industrial activities is being actually felt by its members. The FIA is not only serving the industries but also extends its activities to other areas like Environment, Sports, Cultural, and Rural Education etc. It is the main reason for its credibility and increased membership over a period of years.

INDIAN HOTEL INDUSTRY: DELHI & NCRs

The year 2003 showed an especially strong performance of the tourism industry. While there has been much talk about foreign arrivals, very little has actually been said about domestic tourism, which has grown by about 40% in the last four to five years. Government statistics point to approximately 230 million domestic travelers in 2002 and indicate domestic tourism has, in fact, been the staple diet on which a number of domestic

leisure destinations have sustained themselves- the hotel markets of Goa, Jaipur, Agra, and various hill stations being among these.

In the year 2003, for the first time ever India has crossed 3 million marks. The sharp rise in arrivals as well as the increase in domestic travel is already showing in the high occupancies of hotels across various cities. Demand for room nights grew at approximately 18% across the country in 2003-04 (according to HVS estimates) and is growing at 15-20% in current fiscal.

In addition to tourism infrastructure in India being woefully inadequate, the current supply of hotel much too small to meet the anticipated increase in demand. Our preliminary research indicates that, at best, there are currently only 35,000- 40,000 rooms under different stages of planning and construction that are expected to enter into market in the next five years. The new supply will also include branded hotels in the budget segment being planned by some major hotel chains across the country.

A survey conducted was four years ago, indicated that in the year 2000, 109 hotels were ready to open or were under construction, in 2002 this number of new hotels had declined to 63. This number of new hotels under development has once risen to 97 in 2003. Moreover, as per our assumptions, an additional 100 economy hotels will also be developed in the economy segment. **The maximum development is likely to be witnessed in the National Capital Region (NCR), particularly in Gurgaon, Bangalore and Mumbai are the next in line, where at least 9-10 projects are currently under consideration. Hyderabad and Chennai are also likely to witness 5-6 new hotels.**

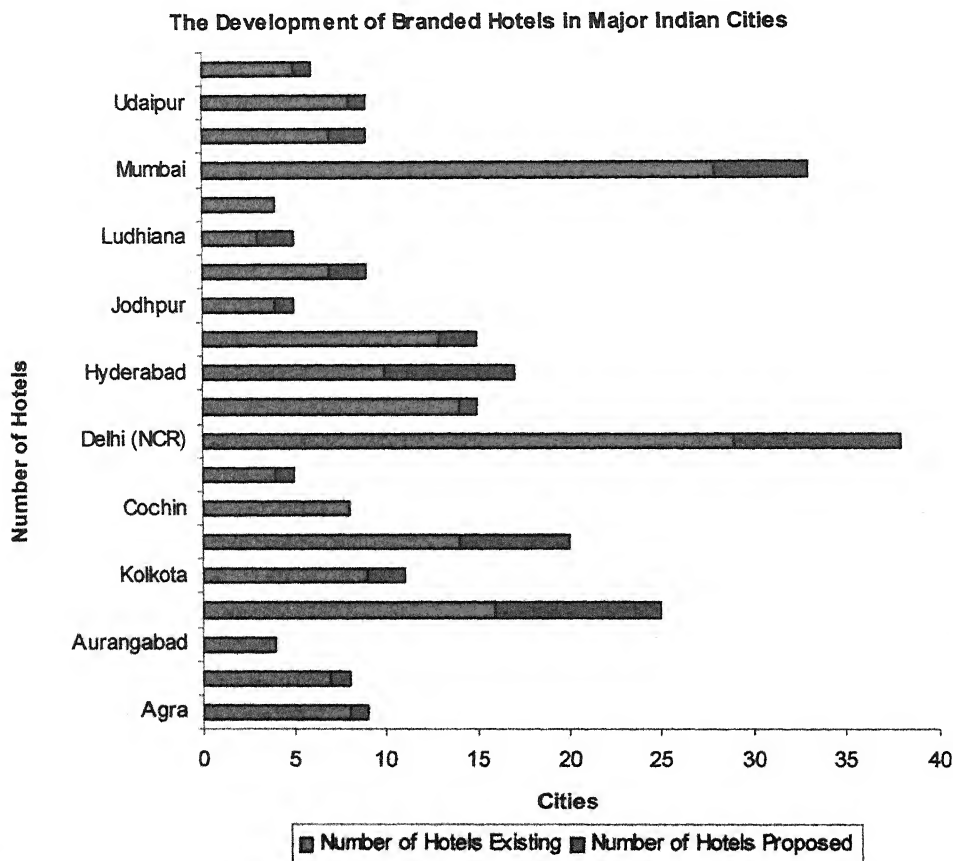
With regards to expected increase in supply, it is entirely possible that a number of these projects will face financial difficulties while in progress. The blame for this lies with both the government agencies as well as the new developers. A classic example is that of the numerous developments in Gurgaon. The local government is auctioning land for commercial development including hotels at high prices, thus forcing new developers to build hotels that are luxury or upper mid-market in orientation, whereas the need of the hour is budget hotels or dedicated extended stay products. The recent success of some hotels in Gurgaon which have done extremely well and beyond most expectations has been

the main motivator for these businessman. These new owners, it seems, have failed to realize that when 7-9 hotels open at the same time (in next three or four years), only those projects that have been careful planned and executed will survive the competition or the next phase of economic slowdown in the country.

The NCR still remains the favorite destination, in terms of the number of new hotels slated to become operational in the next few years. Seventeen hotels are in various stages of planning and development in the NCR, of which eleven properties are expected to be located in Gurgaon. We understand that, apart from these, there may be a few additional properties under development in West Delhi as well.

The HVS international survey has been computed by dividing the respondent branded hotels into their respective classifications according to star grading and examined the performance of ten major cities of India.

Figure No.:1



Source: HVS International Survey

Table No.: 2a Room occupancy, average rate and revenue per available room (Rev PAR) data by hotel classification for the period 1999/2000 to 2003/2004

OCCUPANCY

	1999/00	2000/01	2001/02	2002/0	2003/04	12 month	Compounded
Overall	53.9%	57.2%	51.6%	57.2%	64.4%	12.6%	4.6%
5-star	58.3%	60.9%	52.2%	59.3%	64.8%	9.3%	2.7%
5-star	55.7%	56.1%	51.4%	57.0%	66.5%	16.7%	4.5%
4-star	53.2%	58.7%	52.7%	56.4%	65.0%	15.2%	5.1%
3-star	47.7%	48.8%	49.7%	53.6%	60.9%	13.5%	6.3%

Table No.: 2b

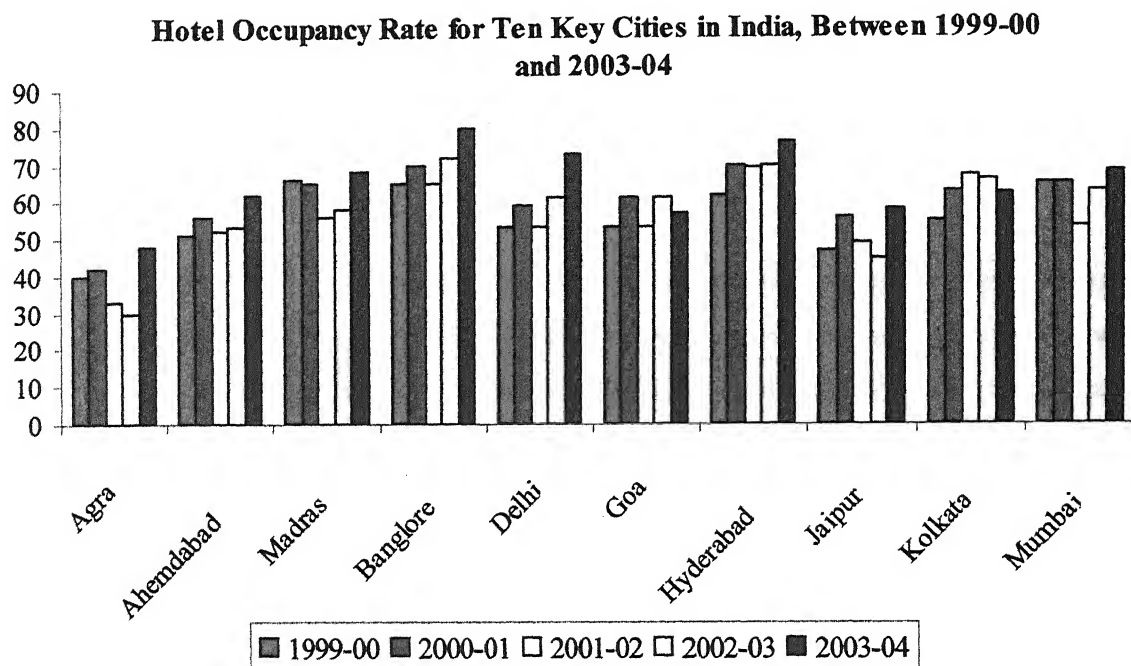
AVERAGE RATE

	1999/00	2000/01	2001/02	2002/03	2003/04	12 month	Comp* Growth
Overall	3,505	3,731	3,467	3,269	3,540	8.3%	0.2%
5-star	4,910	5,102	4,668	4,335	4,635	6.9%	-1.4%
5-star	3,368	3,447	3,277	3,114	3,293	5.7%	-0.6%
4-star	2,166	2,392	2,368	2,246	2,473	10.1%	3.3%
3-star	1,505	1,673	1,696	1,669	1,785	7.0%	4.4%

*Compounded

For the first time in a row, there has been an improvement in occupancy: average occupancy rose by 12.6% in 2003/04, compared to 10.9% the previous year. Demand for hotel room nights improved across all-star categories in 2003/04, with occupancy close to or higher than double digits in each segment. The five stars Category has witnessed the most growth (16.7%), followed by four-star (15.2%).

In terms of average rate, all-star categories experienced healthy growth in 2004/04. The four-star segment experienced the most improvement (10.1%), while the five star segments witnessed the least improvement (5.7%).

Figure No.:2

A new and interesting trend is that Agra and Jaipur have seen substantial improvement in their performance in terms of occupancy, growing at 53.1% and 29.8%, respectively. This is followed by Delhi, which is part of the 'Golden Triangle'. Bangalore and Hyderabad- the two IT giants- are clearly the star performers recording occupancy of 79.6% and 75.8% respectively.

Significantly, Bangalore displaces Mumbai for the first time and has become the market average rate leader with growth of 28.0%. This is an astonishing achievement for the city which, till four years ago, was ranked fifth behind four metros. Goa (19.6%) and Agra (17.0%) were the two cities that showed good improvement in average rate. Hyderabad, which has generally been a very price sensitive market, also grew at these were Delhi (2.3%), Mumbai (2.2%) and Kolkata (2.0%).

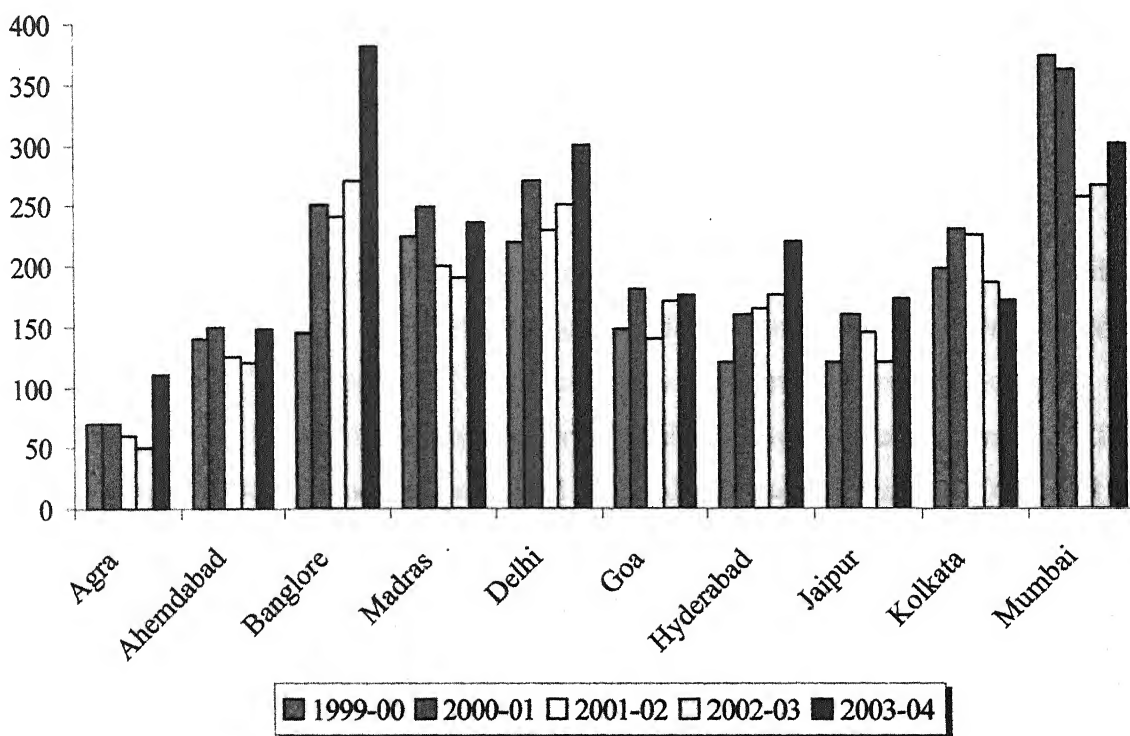
In 2003-04, only two cities exhibited a small decline in occupancy: these are Goa (6.3%) and Kolkata (4.6%)/ the decline may be attributed to new supply entering these cities. Delhi grew at 19.9% and Chennai at 15.8%, followed by Ahmedabad (15.2), Bangalore (10.6%), Hyderabad (10.0%) and Mumbai (8.0%).

In terms of RevPAR in 2003-04, Bangalore was in number one position, followed by Delhi, Mumbai, and Chennai (Madras), with Mumbai having been relegated to third place for the first time. However, the biggest improvement during 2003-04 in terms of RevPAR was seen in Agra (79.1%), followed by Bangalore (41.5%) and Jaipur (39.1%). The only decline was seen in Kolkata (2.7%).

All cities with exception of Kolkata and Mumbai have experienced positive improvement in terms of compounded growth of RevPAR. Over a five-year compounded period, the two main centers of IT actively- Bangalore (18.3%) and Hyderabad (17.4%) have grown most. Negative growth was witnessed in Mumbai (-5.4%) and Kolkata (-1.2%) over the same period.

Figure No.: 3

Corresponding RevPAR Data for Each City, in Rupees



HVS has been conducting this survey for seven years, and, for the first time, it appears that Indian hotel industry has completed a full cycle, experiencing both downsizing and

upswing periods. The industry is robust at present, and there are clear indications that the next coming years will be even stronger. Certain markets are already seeing huge un-accommodated demand during weekdays, with average rates in some of these markets witnessing unprecedented increases. All the ten cities have seen positive trend in both occupancy and average rate.

The trend witnessed in Delhi in 2004 has been quite positive, reinforcing our faith in the city. Occupancies have picked up over the past time, especially in hotels closer to Gurgaon. These hotels enjoy much healthier occupancies than city center hotels, which, in fact, are pulling down overall occupancy levels. Also, with the proposed conversion of Kanishka to Shangri la and Ashok Yatri Niwas' re-development, we can expect further competition within Delhi's central business areas. The new Trident Hilton in Gurgaon has been an extremely good performer and is currently market leader in terms of RevPAR.

Opportunities

Opportunities for the Indian hotel sector continue to be in the budget and mid- market segment: we anticipate these segments to witness huge growth and expansion, in the next year or two. The luxury segment is set to perform extremely well over the next few years until the supply –demand gap is bridged.

We expect average rates to grow in all major cities across India. New opportunities lie in the extended stay segment, which many potential developers are currently shying away from. Also HVS has observed that owners interested in developing extended stay properties are keen to partner with existing branded chains already operating in India. This, according to us, is an area where specialized serviced apartment chains like Oakwood and Ascot have tremendous scope for involvement. This is particularly true in destinations that are near large concentrations of IT and related services development.

Medical Tourism could also be the next big thing, and, while we are yet to see any development in this area, we consider that there could be some potential. If world class convention centers are indeed developed in Mumbai, Delhi, and Goa (as proposed, with government support), these cities are sure to benefit. Similarly the further liberalization of

the aviation sector would mean additional tourists, and with supply unable to keep pace with demand, nearly all segment of the hotel industry would see improvement.

There are clear indications that travel & tourism in India will grow faster now than ever before this bodes well for the hotel industry. In the year 2003 edition report, it have seen that Agra and Jaipur were the weak links in the hotel industry, now the two cities have experienced the strongest recovery over the 12 months period. Agra, while having seen highest improvement, has still a long way to go (citywide occupancy 47%). There are also some unfinished hotel projects in Agra, which will continue to put pressure on the city performance. As regards Jaipur, the recent announcement by the major IT Company to set up a base outside Jaipur, as well as the state government's initiative to promote IT-related activity in the city, means that Jaipur can look forward to some additional room night demand from the business segment. These developments in the leisure segment including the strong performance in Goa leads us to believe that the leisure segment is clearly benefiting from the increase in foreign tourist arrivals and growth in domestic travel. We also consider that in the future year's new leisure destinations in Kerla and other coastal areas will also pick up. Recent announcements by the Government of India to promote tourism in the Andaman and Nicobar Islands could not therefore have come at a better time.

Hotels in metro cities, with an average rate of Rs 2,600-3,000 and hotels in non-metro cities; with an average rate of Rs 1,800- 2,400 are likely to experience rapid growth in demand in the future. Cities to watch out for, in terms of development opportunity, are Pune, Goa, and certain pockets in major cities like Delhi (west) and Mumbai (mill lands). We would however, like to caution investor to stay away form the current 'hotspots' of Hyderabad, Banglore, and Gurgaon, as large additions to supply have been planned here. The real opportunity, we believe, is in a good mid-market or budget hotel of international standards.

According to the World Tourism Organization (WTO), international tourist influx in India is expected to grow at 6.5% CAGR, which means in the tourist arrivals from the present 2.5 m to 6 m in 2010 and 10 m by 2020. This makes Indian tourism industry fastest

growing, second only to China. Already the Department of Tourism has announced that it expects the number of tourist arrivals to reach 3m by the end of the financial year 2004, which is staggering growth over the previous year.

Most hotels chains are focusing on value added services like online reservations and booking status by the help of Internet, which ensures better customer satisfaction. Apart from that, some of the hotel majors are also looking at health spas, which again have become an international norm. Sale of food and beverage through in-house restaurants is helping the hoteliers to hedge their traditional source of income i.e. room revenue.

Going forward, improvement in the general economic scenario, higher foreign direct investment and stable geo-political conditions will give a definite boost to business and leisure travel. And the later half of financial year would not only see an increase in occupancies but also a rise in ARRs (Average rate of return).

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CHAPTER -4

HOSPITALITY INDUSTRY

CHAPTER-4

HOSPITALITY INDUSTRY

Economic liberalization has given a new impetus to the hospitality industry. It costs an average of US\$ 50-80 million to set up a five star hotel with 300 rentable rooms in India. The gestation period is usually between three and four years. Movement in real estate prices has to be watched, though they have stabilized in the past three years or so. Non-five-star hotels are obviously cheaper and have smaller gestation periods, but international chains are expected to go into the five-star category. The Indian hospitality industry is growing at a rate of 15 percent annually. The current gap between supply (61,000) and demand (90,000) is expected to widen further as the economy opens and grows. The government forecasts an additional requirement of 200,000 rooms in the next few years. A rapidly growing middle class, the advent of corporate incentive travel and multinational companies into India had boosted prospects for tourism. India's easy visa rules, public freedoms and its many attractions as an ancient civilization makes tourism development easier than in many other countries. Many foreign companies have already tied up with prominent Indian companies for setting up new hotels, motels and holiday resorts. The entry of McDonald's, PepsiCo's, Kentucky Fried Chicken, Domino's and Pizza Hut has given an international glitz to the hospitality sector. Several international chains including Sheraton, Holiday, Inn, Intercontinental, Hyatt, Radisson, BestWestern, Days Inn, Hilton, Quality Inn, Ramada Inn, Meridien, Kempenski, Four Seasons, Regent, Accor, and Marriott International are entering or expanding their hotel network in India.

TOURISM

India's Tourism Sector

India's share of global international tourism at 2.64 million foreign arrivals through its borders in the year 2000 is relatively small in volume (about 0.38%) but almost twice as high in terms of US\$ receipts (about 0.69 %). On the other hand, India's share of global domestic tourism is much higher (around 4.6% of estimated global domestic tourism).

A study on the economic impact of tourism conducted by the World Tourism and Travel Council estimated that in 2001, the consumption activity arising from domestic and

International tourism would contribute 5.3 per cent of India's Gross Domestic Product.

The Nature of Indian Tourism

India has been a late starter in tourism. Understandably, immediately after independence the focus was on key areas like agriculture, industry, irrigation, infrastructure and the social sectors. Tourism started receiving attention in the last decade. Indian Government proposes to spend over Rs 2900 crore in the next five years to boost the growth in this sector.

The flow of overseas visitors to India is extremely elastic and events around the globe and in the subcontinent have an immediate impact on foreign traffic. However, domestic tourism has displayed greater buoyancy and resilience. In the last 10 years, visits by the domestic tourists have grown by more than 100 million. From a figure of 63 million in 1990 it stood at 234 million in the year 2001. This phenomenal explosion of domestic tourism is an inevitable by-product of the prosperity that India has achieved. Domestic tourism in India is also fuelled by a number of factors like India being the home to many of the leading religions of the world. Important pilgrim sites of different religions are scattered throughout the country. The average Indian is also an avid sightseer.

A striking feature of Indian tourism is the average length of stay of foreign tourists in the country. The estimated average length of stay for tourists is 31 days, which is extraordinary when compared to international average. The long length of stay indicated the character of the average foreign visitor as serious minded and exploratory; vindicating the fact that India has a vast variety of offer to the tourists.

Tourism in India is third largest foreign exchange earner (US \$ 3.5 billion in financial year 2003). Globally, India has a 6.0% share of total US \$ 450 billion tourist market. In the Asia-Pacific region it has a 10% market share while China is the largest contributor with around 30%.

India's Tourist Profile

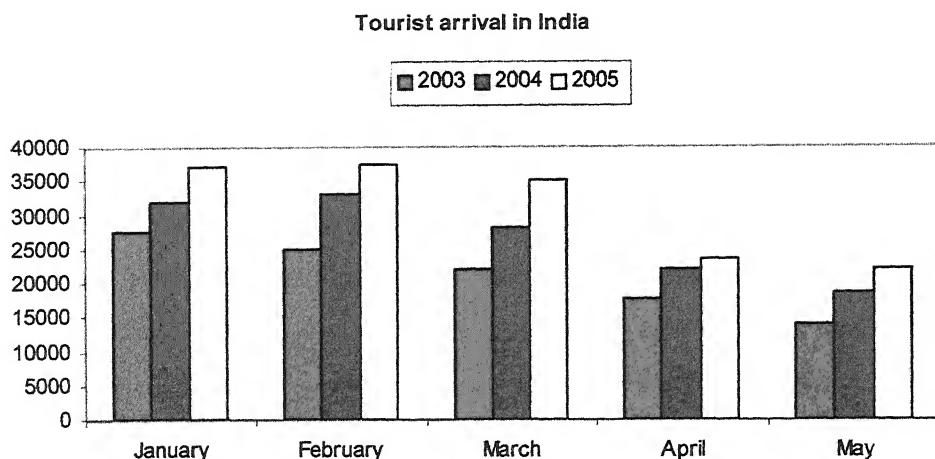
India receives the largest number of overseas tourists from the United Kingdom, which is its largest sources market, followed by the United States, Sri Lanka, France, Germany, Canada, Japan, Australia and Singapore. Of the tourists coming to India, 27.5 per cent are in the age group of 35-44 years, 23.4 per cent in the age group of 25-35 years and 20.8 per cent in the age group of 45-54 years. Women constitute only 30.5 per cent of India's total international arrivals. Repeat visitor's account for 44.9 per cent of the overseas visitors. A substantial number of these may be non-resident Indian, as hotel reservations do not correspond to the number of international arrivals in the country.

Table No.:3

International and Domestic Tourism			
	World	India	Percentage share of India
International Arrivals	698 million	2.64 million	0.38%
Tourism Receipts	\$595 billion	\$3.2 billion	0.69%
Domestic tourism worldwide	6,980 million	210 million	4.6%

Tourist Arrivals in 2002-2003

International tourist arrivals in the country declined from 26, 49,378 in 2000 to 23, and 37,282 in 2001 registering a decline of 4.2 per cent. The main reason for this decline was the terrorist attract on the WTC, which led the world with decline in tourism. The attack on the Indian Parliament followed by advisories issued by various countries also affected the tourist inflow to the country. The Department of Tourism set up a Task Force to discuss ways of addressing issues relating to the declining trend in international arrivals.

Figure No.:4

Source: *Ministry of Tourism and GOI*

Number of international tourist arrivals has stagnated at around 2.5 million annually for the last five years. The number had fallen to 2.3 million in 2002. Other Asian countries have out performed India in terms of tourist arrivals. Countries like China (6%), Hong Kong (5%) and Malaysia (25%) have all witnessed growth over the previous year.

National Tourism Policy 2002

The New National Tourism Policy was announced in May 2002. The Policy rests upon the following basic principles. Broadly, the policy paper aims to:

- 1 Position tourism as a major engine of economic growth;
- 2 Harness the direct and multiplier effect of tourism for employment generation, economic development and providing impetus to rural tourism;
- 3 Focus on domestic tourism as a major driver of tourism growth;
- 4 Position India as a global brand to take advantage of the burgeoning global travel & trade and the vast untapped potential of India as a destination;
- 5 Acknowledge the critical role of private sector with government working as a pro-active facilitator and catalyst;
- 6 Create and develop integrated tourism circuits based on India's unique civilization, heritage, and culture in partnership with states, private sector and other agencies;

Ensure that the tourists in India gets physically invigorated, mentally rejuvenated, culturally enriched, spiritually elevated and "feel India from within."

Enhancing India's Competitiveness as a Tourist Destination: Proposed measures

As air capacity available to India is woefully short during the peak travel months, ranging from October to March, especially for the main tourism originating regions such as North America, Western Europe and South Asia, it is proposed to open India's skies to increase capacity and helps enhance tourism. Additional seat capacity from the major tourism generating destinations is expected to significantly benefit the national economy and provide a major impetus to tourism. Improvement in the standard of facilities and services at the international and national airport will be speeded up by employing professional management agencies and by privatizing and leasing out airports.

To enhance India's competitiveness as a tourist destination, it is proposed to simplify the visa procedure and consider strategies for the speedy issue of visas including electronic visas and visas on arrival. An attempt will be made, through a consensus, to reduce the competitiveness of the Indian tourism product. Special tourism police will be deployed at major tourist destinations.

Improving and Expanding Product Development

Following are some of the areas that will receive special attention:

- 1 Cultural and heritage tourism will be expanded. India has a vast array of protected monuments with 22 world heritage sites, 16 of which are monuments. The integrated development of areas around these monuments provides an opportunity for the development of culture tourism in India.
- 2 For the development of beach and coastal tourism, a number of sites on the west coast of India will be identified for the development as beach resorts by the private sector. The sites will be offered on long-term lease at preferential terms. These sites will primarily be on the beaches of Goa, Kerala and North Karnataka because of easier access by air. During the Tenth Plan, Kochi in Kerala and the Andaman and Nicobar Island will be developed as international cruise destinations because of their proximity to international cruise routes and their exotic appeal.

- 3 India's unmatched variety of cuisine is becoming increasingly popular in the world and will be developed as a special attraction. It is proposed to create a highly skilled workforce of culinary professionals through an innovative incentive scheme not only for India but also to promote Indian cuisine internationally.
- 4 Village tourism will be promoted as the primary tourism product of India to spread tourism and its socio-economic benefits to rural areas.
- 5 India's great wildlife variety has not been developed as a tourist attraction. Wildlife sanctuaries and national parks will become an integral part of the Indian tourism product. Priority will be given to the preparation of site and visitor management plans for key parks. The quality of tourist facilities available at the parks will be enhanced after a prioritization of parks. Tentatively these will be: Corbett National Park, Kanha National Park, Bandhav Garh National Park, Kaziranga, Madhumali, Bharatpur, Periyar, Ranthambore, Little Rann of Kutch, Chilka and the Sunderbans.
- 6 India has the greatest adventure tourism assets in the world in the Himalayas and its rivers. Mountain-based adventure activities will be developed and promoted. Regulations and certification for adventure tourism operators will be introduced so that the minimum standards of safety and conservation are met. India receives only a minuscule proportion of the global meetings, conventions and exhibition market. It is important that India develops a world-class international convention city not just for the sake of tourism development but also for international and domestic trade and commerce.
- 7 India's most unique tourism product during the Tenth Plan will be holistic healing and rejuvenation packages. In focusing on this, it will capture the essence of Indian culture for international and Indian visitors alike.
- 8 India's fairs and festivals, some of which are already well established such as the Pushkar mela, the Desert Festival at Jaisalmer, the Kumbh Mela etc. will be promoted as unique products of India. The Festivals of India programme will be re-introduced in the top 12 future markets for India - initially with an annual event in the United Kingdom and the United States, to be followed by triennial events in the other markets.
- 9 Shopping will be recognized as an integral part of tourism. The development of dedicated shopping centres for traditional crafts designed along the lines of village

haats such as *Dilli Haat* and *Shilpgram* will be encouraged and information on where to procure specific crafts made available through shopping guides.

- 10 Delhi will be positioned as the cultural capital of India supported by an ongoing and vibrant calendar of cultural events. The development of such a niche-based special interest product-mix will position India as a unique and competitive destination.

Creation of Infrastructure

The need for physical infrastructure for tourism ranges from ports of entry to modes of transport to destinations (airways, roadways, railways or waterways), to urban infrastructure such as access roads, power, water supply, sewerage and telecommunications. This underscores the need for intersectoral convergence of infrastructure schemes and programs that could support tourist destinations.

The road network is vital for tourism as almost 70 per cent of passengers in India travel by road. Many tourist circuits are entirely dependent on roads. The current government plan for the road system in the country covering both inter-state highways and improvements to rural roads directly supports tourism development. There is urgent need to construct and improve highways linking the 22 world heritage sites and places of tourist significance. The Ministry of Road Transport and National Highways will collaborate with the Ministry of Tourism in this effort.

The Indian railway system can also become an enormous asset to the development of the **tourism and hospitality industry** in the country. The railways hold a special fascination for foreign tourists who wish to travel the country. For the vast majority of domestic tourists also, the railway is the most affordable means of travel linking the length and breadth of the country. Introduction of special tourist trains with pre-set itineraries and private sector participation will be encouraged.

The Indian Railways plan to establish 100 hotels at railway stations to serve specific tourist centres. The private sector will be given incentives to operate these hotels on long-term leases. These hotels will provide clean and inexpensive accommodation for budget tourists.

The Indian Railways also owns a number of heritage structures, which, if effectively maintained and marketed, could serve, both as railway stations and places of tourist interest. India has five hill railways, which compare with the best hill railway systems in the world. The enormous tourist potential of these products will be tapped during the Tenth Plan. As steam-hauled trains like the Royal Orient, Buddha Parikrama, Palace-On-Wheels and Fairy Queen are extremely popular with tourists; steam traction for special tourist segments will be continued. Trains like the Shatabdi and the Rajdhani with a special tourism and **hospitality** focus will be planned both for foreign and domestic tourists.

India's 7,000-km coastline and her mighty rivers will be tapped for the promotion of cruises. Care will be taken to develop world-class tourism products. As the Ministry of Tourism's financial assistance to the states has not been able to have the desired impact in terms of creating of world-class tourism infrastructure, the emphasis must shift to the development of specific travel circuit as internationally competitive destinations and the convergence of resources and expertise for these circuits.

Although, with above all, tourism in India have been marred by poor infrastructure facilities, which includes lack of air, road and rail connectivity. The government has not been able to promote India as tourist destination. Apart from that, slowdown in Foreign Direct investment has taken a toll on the growth of industry. Due to these reasons, **India is ranked 34th on the global tourism chart currently, down form 17th, in 1992.**

Tourism and Foreign Direct Investment

As a consequence of economic restructuring and liberalization of policies, the tourism industry was declared as a priority sector for foreign investment. **The horizons for foreign investment in the tourism sector were widened and 100% FDI is now permitted for hotels and tourism sector on the automatic route.** Automatic approvals are given for foreign technology agreements and Management contracts within specified parameters. Under these revised guidelines, 566 proposals involving foreign investment of Rs 48931.10 million were approved till the end of August 2002.

The Government has also accorded the Export House status to tourism industry. Hotels, travel agents, tour operators and tourist transport operators are now entitled for recognition as export house/ trading house/ star trading house/ super star trading house on earning free foreign exchange in accordance with pre-fixed slabs and shall be entitled to certain benefits.

During the year 2002-03 union budgets the government removed the 10% expenditure tax, which was levied on rooms having tariffs of over Rs, 3,000 per day. Other initiatives included continuation of the service tax exemption on room and food & Beverage revenues and decreasing import duty on alcoholic beverage.

Other initiatives included the completion of the golden quadrilateral (connecting north-south-east- west), privatization of the existing international airports (Mumbai & Delhi) and developing new airports (Bangalore), seaports and roads.

Incentives for the Private Sector

The endeavor of the Government is to achieve sustained growth of tourist facilities in the private sector and to ensure high standards of quality in their services. Several incentives have been made available both by the Central and State Governments. The incentives being made available by the central Government include:

- 1 Interest subsidy of 3% on loan taken from financial institution is available to 1 to 3 star categories of hotel projects outside the metropolitan cities of Mumbai, Kolkata, Delhi and Chennai. A subsidy of 5% is available to such hotel projects if they are located in the Travel Circuits and Destinations identified for intensive development as per National Action Plan for Tourism. Heritage hotel projects are eligible for the higher rate of interest subsidy of 5%. Recently, financial institutions such as ICICI, IDBI and SIDBI have also been included in the scheme in addition to TFCI, IFCI and State Finance and Industrial Corporation. Though this scheme has been discontinued w.e.f. 1.04.2002, interest subsidy is still being given to projects approved prior to this date. 67 projects have been given interest subsidy during 2001-2002. The total amount released was Rs. 9.10 crores.

- 2 As a fiscal incentive, under Section 80 HHD, 40% of profits derived by hotels, travel agents and tour operators in foreign exchange are exempt from income tax. The balance amount of profits in foreign exchange is also exempt provided it is reinvested in tourism projects.
- 3 Benefits have also been made available under Liberalized Exchange Rate Management System (LERMS). Hotels, travel agents, tour operators and other tourism units have been given facility to open and operate Exchange Earners Foreign Currency (EEFC) Account. The procedure for release of foreign exchange for specified purposes has been streamlined and liberalized.
- 4 Import of special items for hotel industry is permitted subject to import entitlement. Concessional Customs Duty is charged for import of specified goods required for initial setting up of substantial expansion of hotels.
- 5 In terms of policy announced in the Parliament on 31st March, 2000, a new Export Promotion Capital Goods (EPCG) Scheme was introduced for the Services Sector which includes hotels and restaurants, travel agents and tour operators. Under this scheme, capital goods can be imported at a concessional duty of 5% subject to fulfillment of an Export Obligation over a period of time.

Approval and Classification of Hotels

The Department of Tourism approves hotel projects from the point of view of their suitability for international tourists. Various incentives and benefits are linked to such approvals.

The Department of Tourism has also formulated guidelines for approval of Convention Centres, Standalone Air / Flight catering Units in order to further standardize the services available in these tourism units.

The Hotel and Restaurant Approval and Classification Committee (HRACC), set up by the Department of Tourism, classify the functioning hotels under the star system into six categories from one to 5-Star Deluxe. A new category of Heritage Hotels has also been introduced since 1994. The Department also re-classifies these hotels after every four years to ensure that these hotels maintain the requisite standards. The Committee set up for the

purpose has representatives from Department of Tourism, Government of India, State Governments and hotel and travel industry associations.

Till the end of March 2002, there were 1490 hotels with 80,936 rooms on the approval list of the Department of Tourism. The break-up of these hotels by different star categories is as given below:

Table No.:4

Category wise Hotels and Rooms

Star Category	No. of Hotels	No. of Rooms
5-Star Deluxe	65	15,229
5-Star	72	9,367
4-Star	107	7,766
Heritage	70	1,810
3-Star	435	20,584
2-Star	460	15,470
1-Star	186	6,205
To be classified	95	4,505
Total	1,490	80,936

The classification of hotels is an ongoing process. To speed up the work of classification / reclassification of functioning hotels, in one to three star categories, five Region Committees have also been set up in Delhi, Mumbai, Kolkata, Guwahati and Chennai to conduct inspection of hotels of one three star categories.

Heritage Hotels

The concept of Heritage Hotels was introduced with a view to convert the old palaces, *havelies*, castles, forts and residences built prior to 1950 into accommodation units as these traditional structures reflect the ambience and lifestyle of the bygone era and are immensely popular with the tourists. The scheme is aimed at ensuring that such properties, landmarks of our heritage are not lost due to decay but become financially viable properties providing additional room capacity for the tourists.

The Heritage Hotels have also been sub-classified in the following categories:

Heritage : This category covers hotels in residences / havelies / hunting lodges / castles / forts / palaces built prior to 1950 but after 1935.

Heritage Classic: This category covers hotels in residences / havelies / Hunting lodges / castles / forts / places built prior to 1935 but after 1920.

Heritage Grand: This category covers hotels in residences / havelies / hunting lodges / castles / forts / palaces built prior to 1920.

Till the end of March 2002, as many as 69 properties have been classified as Heritage Hotels providing a room capacity of 1810 rooms. Guidelines have also been formulated for conversion of heritage properties into heritage hotels and their approval at project planning stage.

Trends & Developments in Tourism

The year 2003 was an outstanding year in terms of inbound tourism, with tourist arrivals reaching 2.73 million. The strong growth in tourist arrivals in 2003 especially in the first half of the year is partly attributable to the outbreak of SARS in East Asia, as well as the war on Iraq, which resulted in India being perceived as a safe region to visit. The more fundamental reason, however, relates to a strong sense of business and investment confidence in India: inspired by India's strong GDP performance, and initiatives taken by the erstwhile Prime Minister, to make peace with the Pakistan, strengthen ties with the developed world and open sectors of the economy to private sector/foreign investment. Significantly, the bulk of international arrivals in India, both in 2003 and 2004, have been business travelers.

Domestic travel, both business and leisure, also benefited from a thriving economy. Prior to being voted out of power, the NDA government implemented certain important measures to provide a much-needed boost to travel & tourism. These included the abolishment of the inland air travel tax of 15%; reduction in excise duty on aviation turbine fuel to 8%; removal of a number of restrictions on outbound-chartered flights, including those relating to frequency and size of aircraft. The provision included allowing Indian charters to land at all airports in the country, and Indian passport holders to travel on

inbound charters. The government also launched the incredible India campaign, which has been successful in launching the 'Brand India' image.

The new government, it appears, is taking active interest in developing tourism in India. The continued incredible India campaign has a strongly positive impact on tourist arrivals in 2004. Definite efforts are being made to communicate the Brand India message: India made its presence strongly felt at the WTTC promoted global Travel & Tourism summit held in Doha, Qatar in May in 2004. India has also been selected (on the basis of competitive bidding) to host to the summit for the year 2005.

An important new development is the government's recent decision to treat convention centers as a part of core infrastructure, allowing the government to provide critical funding for the large capital investment that may be required. The government has identified Delhi, Mumbai, and Goa as markets to develop these convention centers, which is likely to further fuel demand for hotel rooms. Another effort is the decision to substantially upgrade 28 regional airports in smaller towns, slated to be completed by 2006. Expressions of interest have been received for the proposed privatization (49% stake) of Delhi and Mumbai international airports, but as expected, the left government opposed the move.

Substantial investment in tourism infrastructure is, undoubtedly, essential for this industry to continue to evolve and grow, and ultimately achieve its potential. The upgrading of national highways connecting various parts of India has opened new avenues for the development of budget hotels alongside.

The year 2004 had been record year in the tourist arrivals, as is evident from data on foreign arrivals for the first eight months of year. According to provisional estimates of the Ministry of Tourism, January to August 2004 saw approximately 2,093,600 visitors to India, 25.8% more than in the corresponding period of 2003.

Increase in passenger capacity will play a significant role in fuelling growth in travel & tourism. British Airways has recently been permitted to triple its flights to India, and Australia also allowed doubling to it. Moreover, Indian private carriers have recently

commenced flights to the SAARC region, and have asked the government to be permitted to fly to East Asian countries. Capacity increases will not only bring in more international arrivals, but will, over a period, reduce airline fares to India, which are currently amongst in world.

Assuming a stable economic and political climate worldwide, the outlook for inbound tourism both business and leisure is strongly encouraging. Many international investors, particularly those who have invested heavily into China in past few years, are now looking at India as the next opportunity.

Domestic tourism will continue to develop rapidly and, according to HVS, will be the real driving force for this industry over the next decade or so. This segment will be helped by the growing wealth base of India's population and discounted fare options. A significant new development is the arrival of low-cost-carriers, pioneered in India by Air Deccan, with other industry players such as Air India and Indian Airlines readying them to enter the low-cast markets.

According to recent estimates of the WTTC, Indian tourism will grow at 8.8% over the next 10 years, which would place India among the most rapidly growing tourism markets in the world. A longer term, sustained growth of the industry depends on how successfully several issues are addressed- relating to old and poorly facilitated airports, inadequate hotels, poor road and transport infrastructure, high levels of taxation and bureaucratic visa processing system. As of now, at least, India is clearly taking steps in the right direction.

THE DEVELOPMENT OF INDIA'S HOTEL INDUSTRY

India's hotel industry has entered the global stage, supported by its growing economy and the development of the 'Incredible India' tourism brand. Previous security concerns due to the Kashmir situation have reduced due to improved relations with Pakistan. Meanwhile the cost of travel has fallen following the government's liberalization of the airline industry. Given that these two main barriers to travel have been tackled, not surprisingly, hotel performance has benefited.

To put the size of India's gigantic domestic market into perspective, it equates to over one third of total international arrivals received by all markets globally. While current mid-market players like Choice Hospitality India, Best Western, Fortune Park and Sarovar Park Plaza catered for domestic tourism for some time - this market has recently exploded and demand is growing.

As the domestic market continues to expand, the escalating economy provides the rising middle classes with increased disposable income. The arrival of low cost airlines and the associated price wars have given domestic tourists more options than ever before. The 'Incredible India' destination campaign has also helped the growth of many domestic markets including religious tourism. As a next step, the government has recently launched the '**Atithi Devo Bhavah**' (ADB) campaign aimed at increasing awareness of tourism in India.

To respond to the needs of this growing giant, companies like Choice and Best Western plan to significantly increase their portfolio over the next two years, by 100% and 50% respectively. Other hotel companies have also taken steps to ensure they benefit from the country's huge domestic demand. Indian Hotels launched its Indian brand with huge success last June in Bangalore. Accor has entered into a joint venture with InterGlobe Enterprises to introduce 25 Ibis branded hotels; the first will arrive in 2006. InterContinental Hotels Group is also introducing their economy brand, Holiday Inn Express, with ten properties planned, starting later this year. Marriott has also announced plans to introduce the Courtyard brand in India.

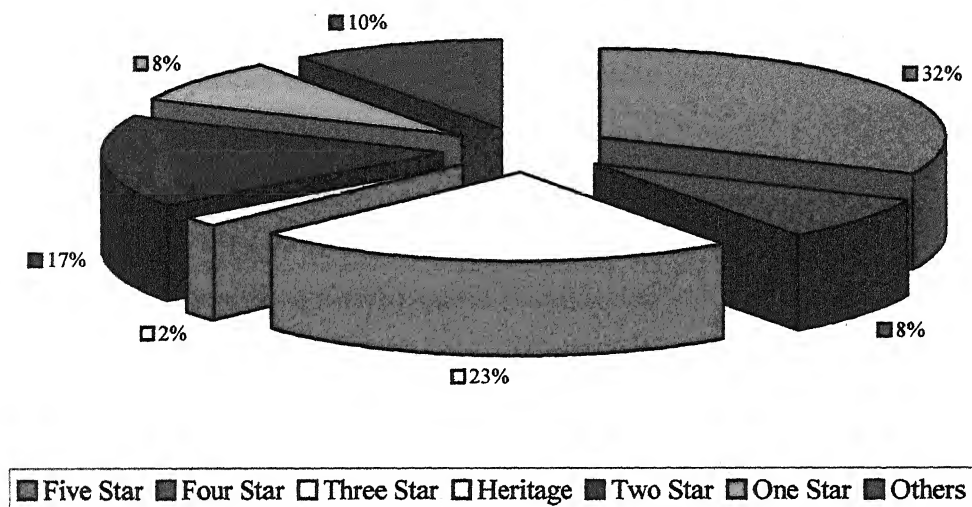
The Indian hotel industry is relatively smaller when compared internationally. There are over 1,400 hotels comprising 77,000 rooms spread across the country. 3-5 star and 5- star deluxe hotels account for 65% of rooms. Out of this, 32% of rooms comprise of 5 star and 5 star deluxe hotels. 4 and 3 star hotels constitute remaining. 60% of the 5 star hotels are situated in 2 major cities, i.e. Mumbai and New Delhi.

Room supply in the 5 star segments had grown at a compounded annual growth of 5% over the past decade. While the 3 and 4 star categories have been grown at 6% and 8%

compounded annual growth rate (CAGR) respectively during the same period.

Figure No.:5

The Industry Mix: Financial year 03



International Market

Despite the international market being significantly smaller than India's domestic market, it also shows promising growth. The country's appeal to international visitors has previously been affected by the political situation in Kashmir as well as the global events of the past few years. However this has now improved due to relative geo-political stability and international economic growth. Tourism in India is also benefiting from the stronger economies of India's two major source markets, the United Kingdom and the United States. The peace talks with Pakistan have also improved the situation; with the ongoing cricket test series between the two countries further instilling confidence of future harmony. Currently corporate travel dominates the international arena. The Indian subsidiary of Kuoni estimates that 80% of foreigners staying in their hotels are there on business. While corporate business will naturally continue to expand as the economy grows, there is enormous untapped potential in the country's leisure market. "Incredible India" has focused not only on promoting traditional holiday attractions and cultural experiences, but on defining unique markets from medical to religious tourism. In fact, India has already seen growing Japanese arrivals due to the promotion of Buddhist travel.

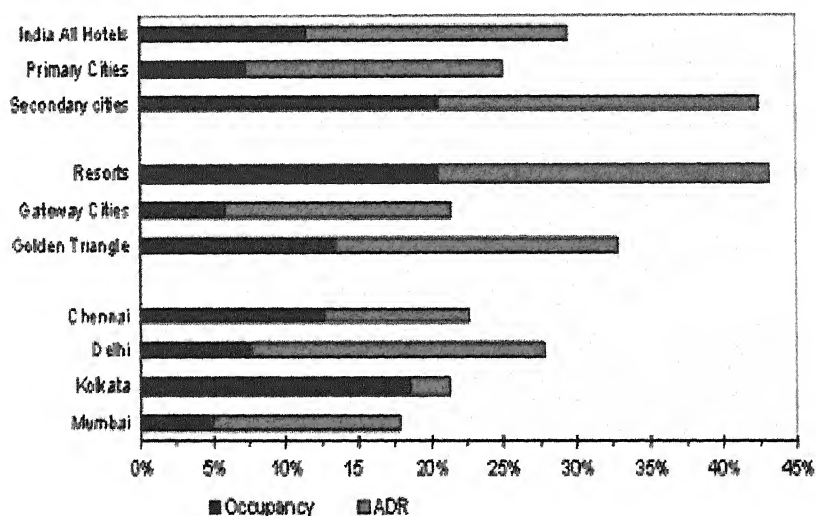
But India still faces many challenges in attracting the international traveler. This will continue whilst the government addresses the quality of India's infrastructure. Although the World Travel and Tourism Council rated India second in price competitiveness (after Brazil) there are many factors, which need to be dealt with to encourage foreign visitors. Poor roads, overstretched railways and old airports discourage international travelers. Add to that hotel taxes higher than most Asian countries and a bureaucratic visa process - and you start to get a clear picture of the challenges facing India.

Maximizing Hotel Performance

According to the new India edition of the **Hotel Benchmark Survey (HBS)** by Deloitte, the growth in hotel performance is impressive. As indicated in the graph below, all markets tracked by the survey reported double-digit growth in the twelve months to February 2005 compared to the same period the previous year. This is not surprising given the global economic growth in 2004, India's bustling domestic economy and reduced travel barriers.

Figure No.:6

Key Indian markets RevPAR growth - 12 months to February 2005 versus same period in 2004



Source: Hotel Benchmark Survey by Deloitte

Amongst the unique features of the hotel industry in India is the sheer volume of the domestic market. Hotels receive twice as many domestic guests as international guests.

With most branded supply in India sitting in the top tier of the market, the hotel industry is currently very top heavy. While many companies are addressing the needs of the growing domestic market for more economical hotel products, most projects are still in development. Archaic land laws that make construction of new hotels time-consuming and expensive will not help future growth of the hotel industry.

What is interesting to note, is that the demand for hotel rooms far exceeds the country's supply. While an opportunity exists to develop the hotel industry to meet this demand, India experiences large seasonal shifts in demand and corporate travelers currently represent the bulk of guests. Due to the lack of a widely distributed business mix, annual occupancies and average room rates in India did not rank very high in the 2004 HotelBenchmark Global Ranking Index. The industry must explore ways to seize untapped potential demand whilst addressing the downtime to maintain profitable operations. Developing a more diverse business mix is key operation.

The Advancing Airline Industry

The opening up of the aviation industry in India brings exciting opportunities for hotels; as they rely on airlines to transport 80% of international arrivals. Increased airline activity has stimulated demand and has helped to improve India's troubled infrastructure. Increased competition will lead to the development of new and improved services. In addition to new aviation brands, many existing companies have ordered new planes. This is long overdue considering state-owned Indian Airlines has not purchased a new plane in 16 years.

The open skies policy has benefited both international and domestic travel. On the international front, the capacity and availability of destinations serving India continues to grow. In late 2004, India and the UK agreed to double (in phases) the number of direct flights per week. Earlier this year, Malaysia Airlines announced their plans to add 18 new routes in India within the next five years. Jet Airways and Air Sahara, two privately owned airlines have launched services to other South Asian destinations, and will shortly launch services to Singapore.

The increasing competition in the domestic airline industry will continue to drive the growth of India's domestic market. In May, two new private domestic airlines (SpiceJet and Kingfisher Air) are expected to enter the market. They will compete head on with current operators Jet Airways, Air Sahara and Air Deccan. It is expected that the tumbling cost of travel will continue, given the growing number of seats available.

The government has expanded the scope of airline liberalization with its approval in January for private airlines to fly all international routes excluding the Gulf. To qualify the government requires a company to have a fleet of at least 20 planes and five years domestic experience. Jet Airways and Sahara will be able to benefit immediately. In three years time India's state-run carriers will also have to share their Gulf routes. These routes currently earn them most of their operational revenue and profit. The recent IPO (Initial Public Offering) by Jet Airways was over-subscribed several times - indicating the confidence this industry has gained over recent years.

The aviation industry in India will drive future tourism growth, with the continued increase of flights and options for travel. But the question remains, can the country's accommodation meet the increasing expectations of the global traveler? Hotel supply must catch up with demand whilst creating a healthier business mix. Mid-market properties especially need to respond to the growing middle class. But even as the hotel industry joins the airlines in responding to India's thriving economy and driving future tourism growth - infrastructure challenges could still prevent India from grasping its full tourism potential.

Encouragingly major government initiatives such as 'Incredible India' and tax policy revision are well underway. With the growth of the economy expected to continue, and considering the size and dynamics of the domestic market, Indian hotel performance will be exciting to watch over the coming years. Future performance should reflect a country of vast opportunities, especially as mid-market products develop to satisfy the country's thriving domestic market.

51 New Hotels in South India

The hotel industry in South India is poised for a boom, and proposals had been made to launch 51 hotels in this region, including four with foreign collaboration, says M. P. Purushothaman, President, and South India's Hotels & Restaurants Association.

The average investment per hotel would be range of Rs. 20 lakh per room. Of the 51 new projects that would be come up, four would be in Chennai, two in Pondicherry, 19 in Kerla, seven in Andhra Pradesh and rest in Karnataka. Most of these would be in the Three-Star category.

The hotel industry is growing at the rate of 40%; he said pointing out the highest growth rate seemed to be Bangalore now.

Representations regarding abolition of service tax, providing infrastructure status in Hotel Industry have been submitted to the Finance Ministry, he said, the open sky policy of the Aviation Sector has resulted in a few low-cost, no frills airlines coming into the fray. This will not only increase the passenger traffic but also open up lesser-known destinations resulting in more number of hotels coming up.

WOMEN MAKING EMPLOYMENT IN THE HOSPITALITY & TOURISM INDUSTRY

Hotels are amongst the most visible and important aspect of a country's infrastructure. Hotel industry is a closely linked to the tourism industry. A number of factors like promotion of tourism and rapid industrial progress have given a boost to hotels. The recent liberalization of trade and opening up of economy will further lead to revolutionary growth in this sector.

With increasing globalization, career opportunities in this field are not only limited within the country but there are chains of hotels, which operate internationally providing scope of a career abroad. It is a glamorous profession, which has bright future. With the growth of hotel industry propelled by foreign and domestic tourism and business travel, the demand for well-trained quality personnel too has grown impressively.

The diversity of experience in hotel management is greater than in any other profession. Hotel industry involves combination of various skills like management, food and beverage service, housekeeping, front office operation, sales and marketing, accounting. Today, the rise in corporate activity as well as the wish to travel on holiday has made the hotel industry a very competitive one.

Lots of lucrative and interesting openings are there for hotel management graduates/Post graduates in various fields like:

- 1 Hotel & Restaurant Management
- 2 Airline Catering and Cabin Services
- 3 Club Management
- 4 Cruise Ship Hotel Management
- 5 Hotel and Tourism Associations
- 6 Forest Lodges
- 7 Guest Lodges
- 8 Guest Houses
- 9 Institutional Management (supervising canteens in college, schools, in factories, company guest houses etc.)
- 10 Catering Departments of railways, banks, armed forces, shipping companies etc.
- 11 Hotel and Catering Institutes
- 12 Self employment

For a woman a hotel consists main department such as Operations, Front office, House Keeping, Food and Beverages, Accounting, Engineering/Maintenance, Sales and Security. Each department had a number of positions that one can opt for.

General Operations

General Manager, who is the main in charge, is the coordinator and administrator, responsible for staff management, financial control, and provision of services, quality control and customer care. Depending on the size of the hotel, general managers could have assistant managers to supplement their work.

Front Office

It is center of all activities. Important functions of receiving the guests, making room reservations, handling correspondence and preparing bills and keeping accounts of guest services are handled at the front office. The department is headed by front office manager or executive housekeeper who supervises and co-ordinates the work. Then there are Assistant Manager, Lobby executive, front office supervisor, information assistant, receptionist, bell captain, bell boy, and doorman etc. to perform their assigned roles.

House Keeping

The work of keeping the hotel, the rooms, the bars, the restaurants etc. clean and making it presentable to the guests and ensuring facilities and comfort to them is handled by this department. Those handling this department are Chief executive House keeper, floor supervisor, room attendants, linen supervisors, maids etc.

Food and Beverages Department

This department is the hub of the hotel industry and is responsible for all the food that is prepared and served in the hotel. The main functions performed by the department are presentation, preparation and service of food and beverages involving kitchen, bar and baker. Overall in charge of kitchen is known as Chef de Cuisine, the charge of section is called Chef de Partis and the one who supervises and coordinates the work of Chef de parties is known as Sous-Chef. One who cooks food is known as Cook, the person in overall charge of dining hall is called Maitre de hotel, Captain in charge of part of dining hall is known as Chef de Range, one who serves food is Demi Chef de Range or Steward. Then there is the restaurant hostess who makes the guests comfortable and deal with any complaints by the guests. Those serving drinks are bartenders.

Accounting Department

This department deals with both cash and credit transactions, i.e. all the financial transactions like purchase of materials, offering of services to the guests' etc. this department also compiles information required for budgeting, pricing of food and services and so on. Professionals like cash; cost and works accountants are given higher positions in

the department. Chief cashier, cash clerk/bill clerk are the positions handled in this department.

Sales & Marketing

This department keeps in touch with travel agents and tour operators as well as other potential corporate clients in order to sell hotel facilities. This department also normally handles Advertising and Public Relations.

Engineering & Maintenance Department

Qualified engineers are appointed for the maintenance of the building and various machines involved in the premises. Necessary staff in the electrical and mechanical departments assists them. This department employs Mechanical Engineers, Electrical Engineers, Plumbers, and Carpenters etc.

Then there is the **Security Department**, which provides security to the guest and their belongings and employs security officers/guards for this purpose. Retires Army personnel are preferred by this department.

The employment outlook is excellent for people from every race and ethnic background. The hospitality and tourism industry has experienced unprecedented growth during the past two decades, and this surge has translated into excellent opportunities for graduated/postgraduates of hospitality and tourism programs.

For the long term, the employment outlook for the industry is good. The managerial job pool is expected to grow at a rate better than the rest of the economy. For the short term however employment opportunities are excellent. Furthermore, new properties are under construction in many locations. As a result, many hotel firms have resumed aggressive recruiting efforts and prospects for the right people.

Table No.:5

Women Employed in the Indian Hotel Industry

Year	Category	5Star Deluxe	5 Star	4 Star	3 Star
1997-1998	% of Women in Managers	23.45	17.67	16.50	9.62
	% of Women in Supervisors	17.60	18.02	15.00	12.90
	% of Women in Staff	9.10	7.71	7.28	7.42
1998-1999	% of Women in Managers	23.95	16.74	17.86	9.80
	% of Women in Supervisors	18.90	15.18	14.19	14.99
	% of Women in Staff	14.34	10.07	8.52	6.84
1999-2000	% of Women in Managers	22.56	18.67	15.24	11.11
	% of Women in Supervisors	14.72	12.77	14.79	13.04
	% of Women in Staff	10.67	6.84	7.31	6.69
2000-01	% of Women in Managers	22.20	14.42	16.51	11.86
	% of Women in Supervisors	16.51	12.62	14.38	13.27
	% of Women in Staff	8.83	7.29	6.25	7.65

Case of Ms. Baltiwala

The diminutive **Ms Baltiwala** has achieved large chunks of success in a career that has stretched more than three decades. She was, in a way, to the hospitality industry born, with elegance and energy that has lifted in perfectly with the Taj's trademark style of doing business.

Ms Baltiwala joined Indian hotels as trainee in the banquets department in 1970. It was about the time the Taj got serious about recruiting women for functions other than housekeeping. "I always wanted to be in hotel industry and I was keen on working in food and beverages (F&B)" she recalls.

Ms Baltiwala was among the first women to breach the previously F & B bastion in the Indian hospitality business. It was to be one of many firsts: Ms Baltiwala became the first woman F & B manager in the country when she was appointed to the position with the President Hotel in Mumbai in 1980. She was also the first woman to be made general manager of a major Indian hotel (the Taj Bengal in 1989).

There has been a sea change since then. Today hotel management as a career stream is well playing and firmly established, and those who come through the system are considered excellent candidates for service sectors such as banks, cell phone companies and call centers.

“It’s all about dealing with people,” says Ms Baltiwala. “Even if you have worked for only a short time in this industry, you have this culture of understanding people and their requirement ingrained in you.”

Ms Baltiwala has some useful advice for newcomers to the hospitality segment, “You must enjoy working with people and you should be ready for hard work, because this is a demanding industry.” She feels that the way the hotel business has evolved there is an increasing requirement for general management skills, which means that hospitality professionals have to continuously update their knowledge base. Add to that the need for innovation and out-of-box thinking.

Her efforts paid off in spades for her and the hotel. In 1995, Hotel and Food Service Magazine adjudged her ‘General Manager of the year’ and the Taj Bengal ‘Best Hotel of the Year’. By then Ms Batliwala had come to love Kolkota and its people.

Her years with the Taj have instilled in her the essence of the hospitality business: each person is different and needs to be handled different; every day and hour brings different challenges; it is as important to have excellent relations with your staff as it is with your guests, because unless your staff is happy, your guest won’t be.

“You must learn to say sorry even if you know the guest is at fault, and you must never lose your temper,” says Ms Batliwala. “You cannot work in this industry if you cannot manage these two aspects. You have to learn to handle situations with tact and diplomacy. Usually, an irate guest’s anger or frustration dissipates if you apologize first. It makes it easier to talk to them.”

Ms Batliwala’s leadership philosophy comes from the J.R.D. Tata school of thought: “to be a good leader you should lead human beings with affection.” That she is a people person becomes evident from the warm and affectionate responses she evokes in subordinates as she goes about her work. “I feel that your management style has to be adapted to the situation. Sometimes you have to take total command and at other times you have to get into consultative mode.”

The hotel industry is hard if you have to juggle your professional life with family responsibilities. Ms Batliwala believes that the Taj group recognizes this fact. “I think what helps women grow in the Taj is the group has always given equal opportunities to women to do whatever they want- as long as they can compete in an open field.”

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CHAPTER -5

WOMEN IN MANAGEMENT

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WOMEN IN MANAGEMENT

Introduction: Women and Management

Women of the 18th century have been described as the ones suffering from a conflict within the conflict between secret visions and unwelcome realities between personal desires and family restrictions between consolatory dreams and hostile circumstances. At times, the result of this conflict is victory or defeat, but for the 21st century women, the outcome is only victory.

Today's women are more assertive, much more determined, and even more tactful in handling crises both managerial and personal. They dare both managerial and personal challenges. They dare to dream big, they build castles in the air, but they also build strong foundations beneath. **Cathleen Black**, President of the Hearst Corporation, a communications and media company, has proved that one can achieve anything only if one dares to dream. Black is accredited with the honor of being the first woman to become the publisher of weekly consumer magazine with her foresight, vision and ability to take sound decisions in tiring situations. Black brought a new lease of life to many popular magazines of Hearst Corporation, the world's largest publisher of monthly magazines. It has never been a smooth sailing for Black. The initial years of her career were marked by much struggle and hardship. She started off by selling ads for magazines such as 'Holiday' and 'Travel & Leisure'. In 1970, she joined New York Magazine. The strategies Black implemented improved the magazine's circulation and she was promoted as its publisher in 1979. As her quaint essential leadership qualities were much spoken about in the publishing industry. Hearst Corporation hired her to run its magazines division. Thus Black becomes the first woman to adorn that position in 1995 (Sinha Pradeep & Ram Krishna Sadhu).

Success stories are abundant in the field of management. Take for instance **Meg Whitman**, CEO of eBay Technologies and the richest woman in America, who has been ranked fifth in the list of Fortune's most powerful women, Meg Whitman, who envisaged a career in

medicine, has come a long way since her Princeton University days, where she pursued a program in medicine. In the 1970's Whitman switched her career when she realized business interested her more than medicine. Since then there has been no looking back for this celebrated icon of women's success. An MBA graduate from Harvard Business School, she rapidly climbed the corporate ladder by virtue of her decisiveness, vitally, crisp presentation skills and self confidence.

Another classy story is that of legendary *Oprah Winfrey*, who is still the 'undisputed queen of connection' from once being a shy girl, she's now one of the most influential and powerful women in US, who transforms the way women, think about their lives. She has become an inspiration to women all over the world through her popular talk show 'The Oprah Winfrey Show', which continues to touch the hearts of millions of people, crossing all sticky societal barriers. Her story is a perfect example of how, despite all odds, a woman makes a mark for herself.

In India, if we take overall corporate sector, we find that there are only a few women who have been successful in business. What is worse is that women entrepreneurs are rare in India. But the incredible story of *Lijjat Papad* tells us that women entrepreneurs are rare in India. But, the incredible story of Lijjat papad tells us that women entrepreneurs are not new to India. In 1959, a group of seven women met to discuss about initiating the sales of *papads* through self-production and packaging. What started as a small entrepreneurial venture with an investment as a little as Rs. 80 has now transformed as little into a business with sales of more than Rs. 300 crore. Shri Mahila Griha Udyog Lajjat Papad, now called Littat has taken its toll of members to a huge 40,000. The group exports *papads* worth Rs. 10 crores. When we think women in business, we tend to ask ourselves if women in India have the ability to manage companies.

Naina Lal Kidwai (Vice-Chairperson and Managing Director- HSBC) Kiran Mazumdar Shaw (CMD-Biocon), Sulajja Firodia Motwani (Joint Managing Director- Kinetic Engineering), Kiran Bedi (Senior IPS Officer) and Ranjana Kumar (Chairperson- NABARD) are few examples of women who have had success, accomplishment, fame and triumph in their respective business /fields. The key positions they hold today in their

respective companies can be attributed to their courageous nature and risk-taking approach, positive attitude, strong will power and determination to succeed in this conservative society where women are still expected to stay at home and manage their families. A glimpse into their lives will surely provide great inspiration and encouragement for all women.

Naina Lal Kidwai of HSBC Securities and Capital Markets is the highest paid women executive in India. In 2003, she was featured in the Fortune Magazine's list of 'Top 50 Corporate Women' because of his out standing performance in corporate battle. Kidwai is known for her chalking our major financial deals, which include Tata Group's acquisition of VSNL. She carved her niche for her self in the male dominated sector of investment banking. **Kidwai is the first Indian women to acquire an MBA from Harvard Business School.** Kidwai, who is known for her penchant for taking risks, also possesses the great quality of learning from her mistakes and uses the knowledge in her future endeavors (Sinha Pradeep & Ram Krishna Sadhu).

Another woman who has achieved laurels in a brief span of time **Kiran Mazumdar Shaw**, Chairman and Managing Director, Biocon, **Shaw, who is India's richest women**, became an entrepreneur by accident. After her education, she wanted to follow in her father's footsteps and join the brewing industry, but destiny had other plans in store for her. At that time the brewing industry did not accept women. But a determined Shaw established an association with the brewing industry by setting up Biocon in her garage to extract enzymes for them. With her superior managing, communicating and team building of skills, she scaled great heights of success. Today Biocon is a major pharmaceutical company with annual revenues of \$122 million and with a CEO who has bagged numerous awards including the Padmashri in 1989 and Biospectrum Person of the year in 2004.

Ranjana Kumar, chairperson of NABARD, has had a challenging career. She is a supreme example of a women performing brilliantly in adverse circumstances. Ranjana joined the Bank of India as a probationary General Manager in 1995. However, her mettle was put to trust when, in 2000, she was given the charge of Indian Bank, which was undergoing the worst crisis in its history. Kumar implemented a new restructuring strategy which aimed at

the overall development of the bank. Her efforts did pay off as Indian Bank emerged out of the crisis and became a good competitor in the market. The India Bank also received the first prize for its performance under special agricultural credit plan for the year 2001-01. In recognition of her efforts, Kumar was given the Golden Peacock Women Business Leadership award in 2001.

The story of **Sulajja Firodia Motwani**, Joint Managing Director, Kinetic Engineering, is one of hard work and dedication. Kinetic is the only Indian company that offers a full range of two-wheelers including mopeds, scooters, scooterettes and motorcycles. Kinetic, which had a good time in the market earlier, was left alone once its partner, Honda motors, exited from the joint venture and the company was in dire straits. Firodia had a tough time in managing the company as the two wheeler-markets become intensely competitive and Kinetic was far from meeting the market demands. But Firodia's determination to regain lost glory had given a rebirth to the company and today Kinetic stands in a better position.

One can not forget **Kiran Bedi** while talking of women in India. She is India's first female police Officer, who successfully reformed the toughest prison (Tihar Jail) in India; she became a role model for many women in India. She is also the highest ranked female officer in the country. Her honesty and the firm determination towards her work is an inspiration to the younger generation of the country.

Table No.:6

Women's Earnings as a Percentage of Men's, 1991-2003

(For year-round, Full-time work)

Year	Percent	Year	Percent	Year	Percent
1951	63.9	1969	58.9	1987	65.2
1952	63.9	1970	59.4	1988	66.0
1953	63.9	1971	59.5	1989	68.7
1954	63.9	1972	57.9	1990	71.6
1955	63.9	1973	56.6	1991	69.9
1956	63.3	1974	58.8	1992	70.8

1957	63.8	1975	58.8	1993	71.5
1958	63.0	1976	60.2	1993	72.0
1959	61.3	1977	58.9	1994	71.4
1960	60.7	1978	59.7	1995	73.8
1961	59.2	1979	59.7	1996	74.2
1962	59.3	1980	60.2	1997	73.2
1963	58.9	1981	59.2	1998	73.2
1964	59.1	1982	61.7	1999	72.2
1965	59.9	1983	63.6	2000	73.3
1966	57.6	1984	63.7	2001	76.3
1967	57.8	1985	64.6	2002	76.6
1968	58.2	1986	64.3	2003	75.5

Source: US Women's Bureau and the National Committee on Pay Equity

Organizational Policies and Practices

Davidson and Burke (1994) have brought together in one volume a number of studies concerning women and management. Their introduction to the volume contains two lists. One indicates the benefits that can be gained by organizations if they are successful in developing policies and practices that support the career aspirations of women in managerial and professional roles and in creating an environment in which both men and women can succeed on merit. The benefit to the organization is that it can gain a competitive advantage. Now, while competitive advantage might be seen to apply only to the for-profit sector, all services, whether they are in the for-profit or not-for-profit sector, need to attract and retain the best talents. It makes the difference between being a high profile or an invisible service.

Their list covers the costs to organizations if they fail to address the needs of managerial and professional women. These costs will be:

- Not mobilizing your best people at the top.
- Not maintaining quality at every level.
- Treating a proportion of your employees as dead weight.
- Limiting the contribution women can make.

- Undervaluing promising people who want to take a role in family care giving.
- Not an employer of choice.
- Could be capitalizing on a tremendous opportunity.

Needless to say, it is important that organizations recruit the best person for the job-be it a man or a woman. As part of their human resources management program, we have already stressed that all organizations should adopt the principles and practices of equal opportunity. In many parent organizations, there will be a corporate policy on equal opportunity based on government requirements. Without the support of the senior management in an organization, an equal opportunity program is unlikely to be successful. All human resource management policies must have top-level commitment from within the organization if they are to be effective. Managers and supervisors at all levels within the organization must also make this commitment.

While this list is comprehensive, it can be seen that that the points form advice rather than being requirements. The way the statements are presented allows variation in interpretation and adoption of good practice.

The policies that have equal opportunity practices should include:

- Reviewing employment guidelines to ensure that they are non-sexist.
- Ensuring that all employees know EEO policies and practices.
- Monitoring progress toward equality.
- Introducing flexible working arrangements.
- Providing for career breaks in a positive way.
- Offering childcare and day programs for elderly dependents.
- Providing appropriate career planning and counseling.
- Promoting participation in training and educational programs.
- Establishing mentoring programs.
- Encouraging networking.
- Assisting male managers to come to terms with changing staffing patterns and situations.

- Reporting progress to senior management at regular intervals, and to the work force at large.

One issue that can emerge from corporate policies and practices is that of top management appointing a woman to a senior post, who is then seen by other employees as a "token woman" in senior management. While she has broken through the glass ceiling, other employees will scrutinize every action that she takes, and not all may wish her success. Any perceived failure or less-than-popular decision might become widely known and discussed—which does not help the woman's advancement. The expectations of what the individual can achieve may be unrealistic. Senior management may feel pleased that they have taken decisive action to advance women within the hospitality sector or others. Considerable responsibility can fall on the shoulders of the newly appointed or promoted woman. This may involve "ceremonial duties" in addition to the tasks immediately associated with the post, as the organization likes to make the wider world aware of its forward-looking employment policies. Breaking through the glass ceiling requires commitment, good management skills, and a well-developed sense of humor.

Each organization needs to respond and develop sexual harassment policies and strategies for implementation in the workplace. The legal situation within the country in which the organization is located should assist in the formulation of a policy in which unacceptable behavior can be defined. Explicit disapproval of sexual harassment can be stated, and the process and possible outcomes of disciplinary action be set down.

The development of effective policies and practices always depends on adequate consultation between staff and management; but when it affects staffing matters, and then the process of consultation is more important. The process should involve the human resource department and/or the institutional equal opportunities committee drafting strategies to present to senior management. Expectations and concerns will be evident as soon as this process starts, so it is important for morale that staff be consulted about the changes. When the policies and codes of practice have been agreed upon, they must be communicated to all staff at all levels within the organization.

In the case of sexual harassment, organizations should provide training for all staff concerning what is and is not acceptable behavior and practices. A number of people, drawn from all levels of the organization, should receive additional training and be nominated as people to whom staff can turn, in the first instance, to receive information and advice on a confidential basis. The provision of gateways to a consideration of further action through trusted colleagues will assist those who are the victims of unacceptable behavior. The pooling of information gathered by the nominated staff about problems that have emerged will, in turn, help to shape the organization's policies and practices.

Auditing Progress

The EEO program should commence by taking an audit of the current position of women within the hotels/ organization. This will include reviewing:

- The numbers of men and women at each level in the organization analyzed by age and qualifications.
- The salaries they receive.
- Promotion rates of men and women in recent years; and resignations.

An equal opportunities committee consisting of members, both internal and external, to the organization should examine the findings. This committee must report to an appropriate senior management committee or board and the employees at large within the organization if policies are to be effective. Systems to monitor the situation, perhaps on a six-month basis at the start and moving to an annual basis, should be put in place and the outcomes disseminated widely. The experience of the authors has been that the first time that this type of exercise takes place; it has been found that some sort of women have not been as successful as men at achieving posts at the higher levels of management in hospitality sector. It may be a shock to the organization that believes that it has progressive employment policies. Women within the organization may be very aware of the situation, but for the male senior managers, it may not have been so evident, and they may face difficulties in understanding how to improve the situation. This realization can be coupled with the implication that it may affect the aspirations of some men within the organization, as not everyone can be promoted to a senior manager position.

Job Analysis and Evaluation

Every employee can benefit if top management examines all employment practices and procedures for gender bias. This may start with job analysis, description, and evaluation. Supervisors have a number of approaches to use in job analysis. This can include information gathered from existing managers and the use of techniques such as the **Critical Incident Technique (CIT)**. Some managers have criticized CIT methods since they may perpetuate the current view of management within the organization. Also, concerns have been expressed as to whether men and women would agree on the question of effective management styles. Alimo-Metcalfe has written that the "reality is ... that models, principles, and skills of management as bodies of knowledge have changed little with respect to the influence of women's thinking and behavior since the early 1970s" (Alimo-Metcalfe, 1994:95). Her research involved interviewing male and female managers in the public sector and found that "models of management" described by women and men are very different. Rosener (1990), in a study of gender and management style, found that men were more likely to adopt transactional leadership styles-relying on power and formal authority. Women, by contrast, were more likely to adopt transformational leadership styles-encouraging participation, power and information sharing, and enhancing people's self-worth. If differences appear at the stage of job analysis, then there are implications of gender bias that can affect the later stages of job evaluation.

Staff Appraisal

The staff appraisal system is a management activity in which gender bias can arise. As a standard part of the process, men and women should be given the option to be appraised by someone of the same sex if this is their preference. At a basic level this may assist the comfort factor in the process, with the person being appraised feeling that they may receive a better understanding of their strengths by someone of the same sex.

As we noted earlier, the presumed purpose of staff appraisal is developmental rather than judgmental, but it can also form the base of decisions concerning promotion. Concern has been expressed that there may be gender variations in the perception of performance appraisals. Research carried out in Israel and the U.K. indicated that females and males used different information bases when evaluating performance appraisal systems. It is

important that managers be aware of these gender differences, examine policies and consult with staff to ensure that they are eliminated, and train all appraisers to recognize the inherent problems in the process (Hind and Baruch, 1997).

Recruitment and Promotion Policies

Recruitment and promotion policies need scrutinizing to eliminate bias and to ensure that women who demonstrate management skills are encouraged to apply for promotion within the organization. Clear job descriptions are essential and, together with the conditions of employment, should be distributed to all applicants whether they are internal or external to the organization. The assessment criteria for the position should be objective and gender-free.

Members of appointment panels, whether internal or external, will require training in interviewing and selection procedures that promote equal opportunities. Negative and otherwise illegal questions about family responsibilities still sometimes slip into the interview process. Care in setting up appointment panels can ensure that they do not consist only of men; prospective women managers may gain a negative impression of the organization from an all-male panel.

Promotion policies and practices should take into account any affirmative action requirements, for in some countries there will be a statutory requirement to increase the number of women in senior management roles. If no such requirement exists, then examination of the procedures should ensure that they are not biased in favor of men *or* women.

Assisting Geographic Relocation

In the U.S., a number of organizations have policies that assist dual career families to move from one part of the country to another by offering spouse relocation packages in which the partner of the person offered a job is also found a suitable post.

Implementation Requires Training

All of these actions require that the people implementing them have the necessary training and be able to recognize the danger signals that might impede the progress of minority group members. The organization must provide training programs for all staff, at all levels, to make them aware of the contribution that they can make to the implementation of effective policies.

Training programs will underline the importance that the organization places on the need to be seen as forward thinking in their policies and that quick, corrective action will be taken about practices in the workplace that create an atmosphere that is not supportive of change. Training programs should draw attention to any unwritten codes and behavior that may be preventing or discouraging women from networking or socializing within the organization. It is interesting to observe the reactions of men who may have been used to working in an all-male "team" situation when it changes to include a number of females and the general conversation moves into fields of greater interest to women. A feeling of alienation may form, perhaps much more so for men than for women, who are more likely to expect to encounter sexist conversation. Training programs can help to overcome these problems.

Participation by women in in-house training courses has an additional benefit in facilitating networking across the organization.

Finally, management development policies should be scrutinized to ensure that both sexes have equal access to training programs and that age is not a factor in order to reduce the negative effort for those who have had a career break.

Leave for Family Responsibilities and Career Breaks

Maternity and paternity leave are becoming part of established employment policies and can help parents enjoy and more fully participate in the early period of their child's life. The length of time and payment made during such leave varies in different countries. Employers can maximize the benefits by ensuring that those taking leave are kept in touch with changes, notified of vacancies and training courses, and made to feel part of the work

team. This helps both the employer and the employee, and could be a role for a staff association.

A positive attitude toward career breaks can also feed into the management development program by offering another employee the chance to demonstrate his or her skills for a limited period of time. This can be a rewarding opportunity for the employee and can assist in future promotion decisions for the management.

The question of payments made to staff during a career break needs examination to ensure that pension rights and other employment benefits are preserved without a loss or at minimum cost to the employee. Pensions are not likely to be a top priority issue for a new parent, but a career break can affect seniority and retirement income for many professionals who contribute to an employer's pension plan.

The provision of childcare needs to be addressed by the employer with the question of care for older, dependent relatives considered as well. In larger organizations it may be possible to provide appropriate services on the premises-this is a recognized benefit to both the employee and employer in reducing career concerns. Some organizations are able to move beyond the provision of such a facility and offer a subsidized service that helps to attract talented staff. There is also a need to have clear guidelines for all staff on their rights if emergencies occur within the family-how far leave extends, a procedure for rapid consideration of a request for emergencies, and what happens if there is no time to make a formal request.

Flexible Ways of Working

Flexible ways of working are helpful for all employees, men and women alike. Part-time positions, flexible hours, job sharing, job splitting, and annualized hours are available in many organizations

Affirmative Action Programs

Some countries introduced affirmative action policies as a means of increasing the numbers of women and other minority groups in senior positions. Government

requirements in this area may be a "quick fix"; however, this approach is not without its problems and requires careful handling if it is to succeed. Women promoted to senior positions under such plans face the prospect of some people believing it was policy rather than merit that led to the promotion. Some women in management are still working under circumstances in which they believe that they have to be that much better than men in order to achieve promotion. The debate continues, but a review of organizational policies and procedures can assist with the development of women managers.

Strategies for Women Moving into Management

Training and Development

There has been debate concerning the education of girls and whether the schools should be single sex or mixed, so the question has been raised in relation to management training for women. The business schools have been active in offering programs for mixed groups and women only. One example of a single sex program was offered by the Australian Management College, entitled "Executive Management for Women," a one-week residential program. The college considered that bringing women from senior levels to network and problem-solve around the obstacles they face would be helpful. Its program provided women with an opportunity to develop their understanding, skills, and confidence as women executives and to focus on issues and learning that concern women more than men. But the question is controversial. One woman involved in teaching both mixed and women-only groups has commented that, in her experience, women want to discuss their experiences of men who do not share their value systems and how this fact of life can be managed. Within a women-only learning situation the group may be more supportive of this topic than in a mixed course. Women listen to the ideas of others, help each other, work towards a consensus, and are keen to teach (Fonda, 1986).

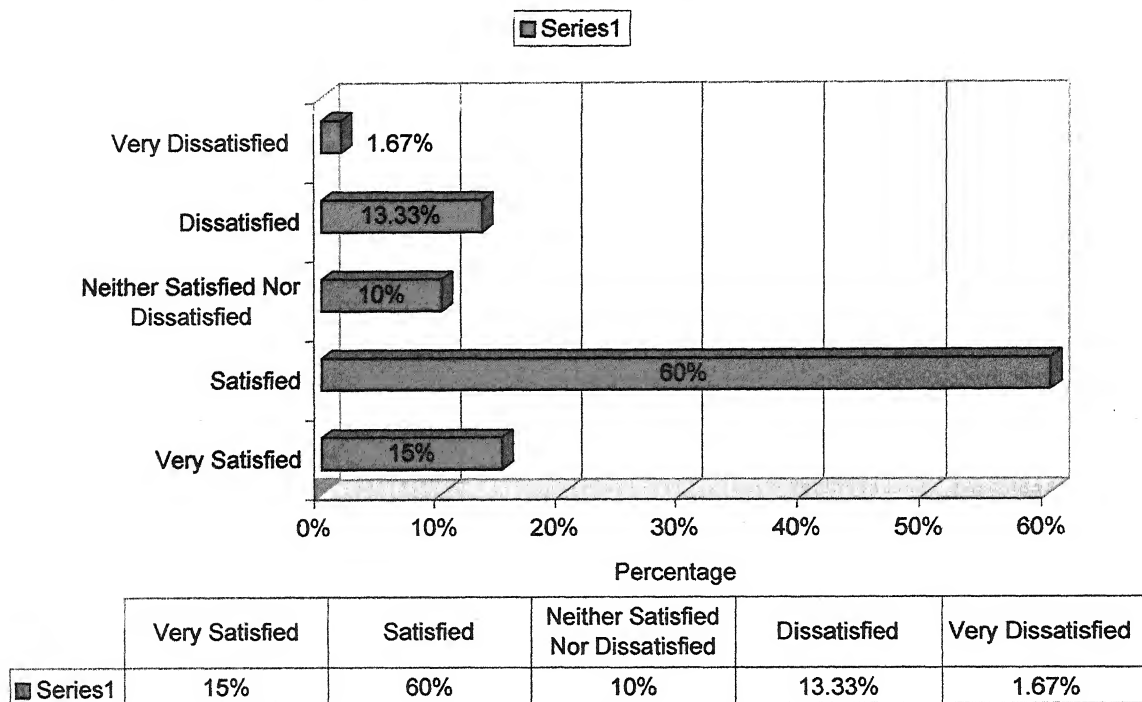
Results of the Primary Survey

When questions were asked from the women respondents during the period of this research, the following answers were received.

How satisfied are you with your training and development to the date in this hotel?

Figure No.: 7

How satisfied are you with your training & development to the date in this hotel?



The responses from 180 women respondents on the question that they are satisfied with the training & development in their work place, the result were favorable, because 60% women said that they are satisfied with the training & development program and 15% answered that they are fully satisfied with their hotel/organization. The 13.33% women answered that they were not satisfied with the training & development procedures and policy of the hotel, while approximately 2% women was very angry with this program. The remaining 10% have not given any notable answer, this was neutral i.e. nor positive nor negative.

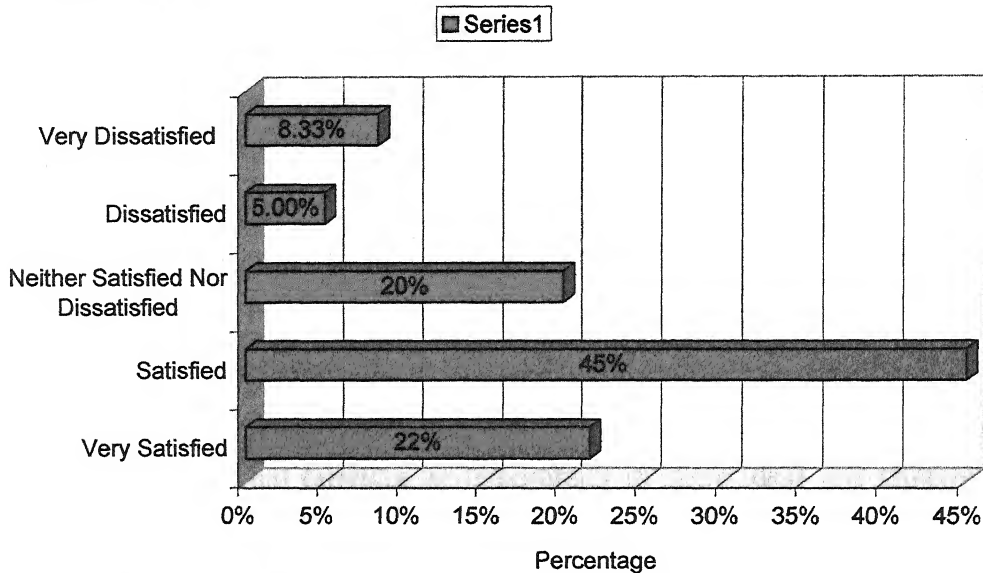
How satisfied are you with your opportunity for new training & development in this hotel?

The responses from women respondents on the question that, Are they satisfied with the opportunity for new training & development in their work place, the result were also favorable same as above, because 45% women Said that they are satisfied with the opportunity for new training & development program and 22% answered that they are fully

satisfied with their hotel. The 5% women answered that they do not satisfied the training & development procedures and policy of the hotel.

Figure No.: 8

How satisfied are you with your opportunities for new training & development to the date in this hotel?



	Very Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Very Dissatisfied
Series1	22%	45%	20%	5.00%	8.33%

While approximately 2% women said that they were very dissatisfied with the new training & development program in their hotel.

The remaining 8% have not given any cognizable answer, i.e. they were silence on this question. This indicated that they were not in mood of doing any comment at this question.

Assertiveness, Self-Confidence, and Self-Esteem

We chose to discuss assertiveness as it has featured prominently in the literature. Many women have had to overcome the paternalism of senior management and often from their male peers. Women have to acquire power if they are to be effective in the managerial role and must place emphasis on developing the skills of being assertive, as well as those of self-confidence. Knowing you have the ability to perform the tasks-and excel-leads to self-confidence. When you are sure of your abilities, you speak up and make an impact.

Learning to understand you in terms of attitude and behavior patterns is a precursor to becoming more assertive. There are a number of ways to develop these skills. One of the most effective ways is to take a course that teaches the skills and provides feedback on the individual's level of assertiveness from other participants in a non-threatening way. Another way is to find a text that considers assertiveness in the woman's particular cultural setting. There is, however, a possibility that over-assertiveness can turn into a form of aggression-which does not help the woman manager. The emphasis should be placed on developing self-confidence and self-esteem as a way to present ideas effectively in order to make a mark within the organization.

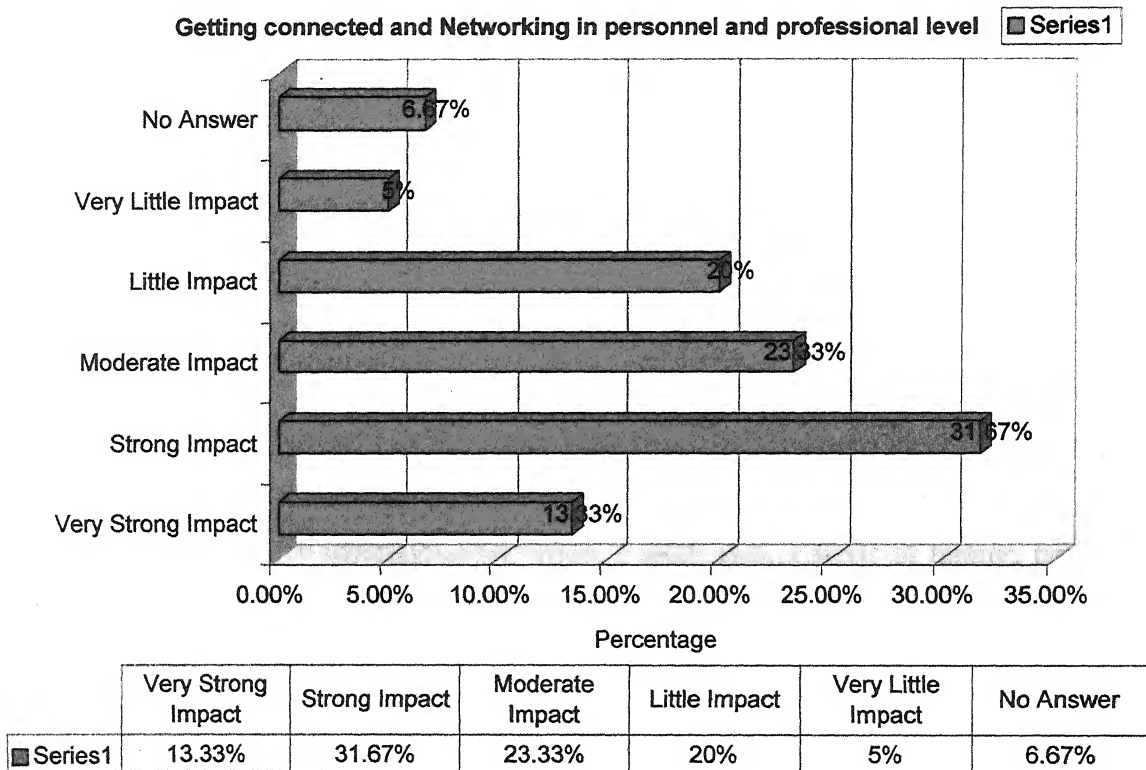
Networking

Networking plays an important part in management development, especially for women. Meeting other women managers, senior women within the employing organization and in other fields of employment provides an opportunity to share ideas and experiences in a collegial way. Informal learning can bring many benefits in developing strategies and learning effective tactics. But networking must extend to networking with men within the organization. It can be much more difficult to do this effectively. If the organization has a canteen or club, then there may be a natural meeting place for all staff, and so networking is easier. But if these natural meeting-places have not been provided, then meeting male members of a peer group can present problems.

Getting connected and networking in personnel and professional level with other successful women.

In the view of women respondents, networking among women's have strong impact on their personal and career life. The women who accept that there is strong impact or very strong on the advancement of the women's career was 45% (31.67 and 13.33%) out of 180's women respondents. 25% women have given the negative responses, either they are dissatisfied or very dissatisfied with the above assumption. 23.33% women answered that there is moderate impact through 'getting connected with the other same level women in personnel and professional levels with other successful women. While, there were no responses from 6.67% women out of 180 women respondents.

Figure No.: 9



The results also reveals mixed reaction, but the women who accept that the there is strong impact on the personnel strategies and career advancement through ‘getting connected and networking in personnel and professional levels with other successful women was 45% and the women who accept that there is moderate impact was 23.33%. This shows the increasing effect of the networking in the organizations within women employees.

Potential Obstacles

We write of the obstacles that may be encountered along the way to progress. They need to be recognized so that strategies can be developed to overcome them. A number of studies have identified those that women have faced in hospitality management. Women felt that the main career barriers were due to a lack of self-confidence and not seeing themselves as managers. This was more important than the dual role of caring for the family and having a career. The remedies that they suggested would be to remove their own barriers, recognize their potential, take assertiveness training, set goals and priorities, and re-evaluate socialization and child-rearing practices.

A review of literature indicates that some obstacles are visible, while others are less visible. The visible obstacles include a lack of targets for the inclusion of more women in training programs, a lack of flexible working arrangements, and the absence of childcare arrangements. It was found, however, that the invisible barriers might play a greater part in impeding progress. These include gender stereotyping in organizations where being a manager equals being a man, which may lead to negative attitudes toward women managers (Ferrario, 1994).

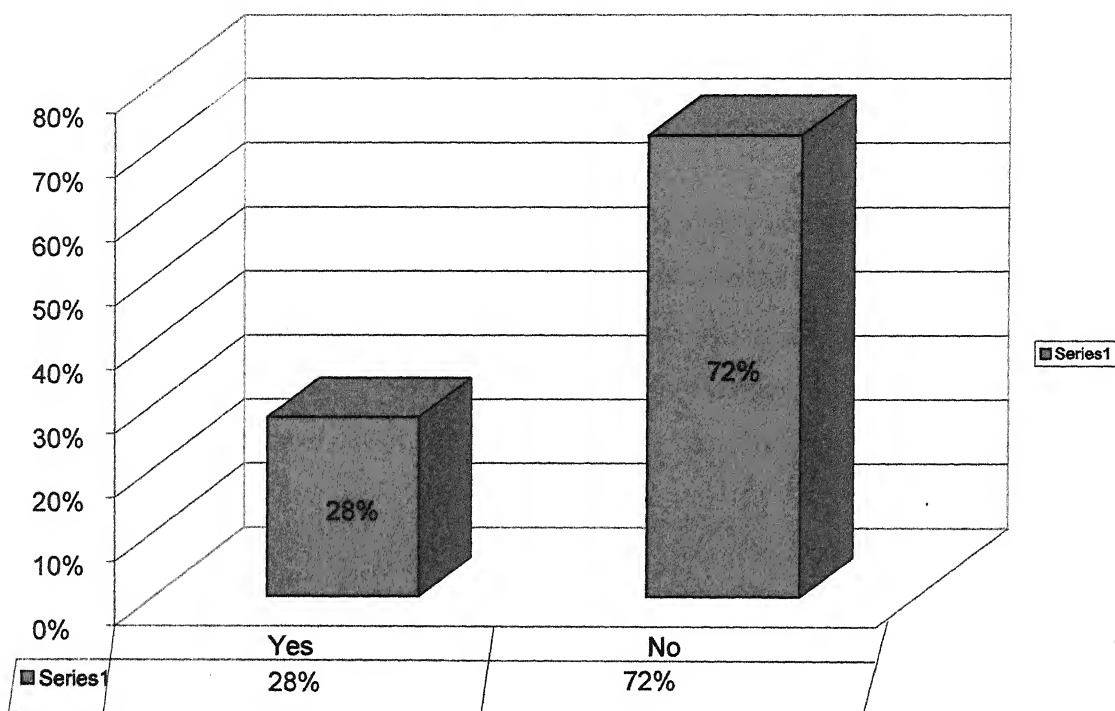
The attributes and skills that a woman should have in order to handle less-than-supportive environments include having a sound understanding of management theory and practice, an ability to integrate theory and practice into the work setting, good professional skills and knowledge, excellent communication skills, a thick skin, a sense of humor, patience, great energy, and an ability to be assertive without being aggressive. Some of these skills and attributes can be learned in the lecture room, but much is gained from work experience and by drawing on the experiences of others. Organizations may take time to change their culture so that it is more hospitable to women managers, and women have to expect to work within the system and change it gradually.

Do, you think that your career would have progressed differently, if you were a man?

On the question from women executive respondents, that if she was a man, "Does they progress differently than being a women. The answer was very astonishing, 72% women say that it does not mean that being a women, she has less capability and power than men. We are able to perform better than male community. Only 28% women have accepted that the gender have impacted at some level in their career and development.

Figure No.:10

Do, you think that your career would have progressed differently, if you were a man?



The contradictions

Says Ranjana Kumari, Director, Centre for Social Research which runs a course under its Gender Training Institute for corporate executives and managers on 'Leadership and Management with a Gender Perspective', "Several corporate men and women who attend our course have conveyed two basic psychologies that dominate the thought and action of women managers, and they are contradictions of each other'.

"A woman-led office is always a better, brighter place for everybody to work in. You are bound to find flowers, plants and socially relevant posters. Women managers are more accessible and use a human, participatory approach with their colleagues. But there is a flip side to it — there is often a complaint that women bosses are aggressive and dominating and push for a job to be completed more than normal."

However, Ranajana Kumari, who has specialized in women studies, attempts to explain why this happens. She feels that when women reach the top it is the anxiety to prove

themselves that gets translated into certain actions. Often women managers tend to subsume their female identity to be part of the top management.

The justification is, 'I'm a manager, not a woman' and the worry is how people in the organization respond to them.

Sue Evans, Principal Consultant, A.T. Kearney, has another explanation, one that involves perspectives. She feels it could often be due to double standards. "What's assertive in men is viewed as aggressive in women, and it's mostly men who make this complaint," she says and then adds, " But I do believe women often have to overplay their assertiveness in order to be heard. Women have softer, higher voices and have to muscle in to get heard at a meeting."

One of the strongest skills she has found in women managers is their ability at multi-tasking. Women are used to performing different roles and struggling with different tasks at the same time, in the kitchen, at home and also at work. "She's adept at keeping a lot of balls in the air and juggling around the tasks she has to perform, this gives her an added advantage. However, the downside could be losing a little of the focus," she says.

Sue Evans, who was earlier with Gillette in the United Kingdom, recalls that one of her best bosses was a woman. "I remember watching her carefully, but very cleverly manipulate the men at a meeting and bring them to agree with her point of view. However, her maneuvers were not political and I really respected her for the way she did it."

Ritu Nanda, CEO at Escolife and Ritu Nanda Insurance Services Pvt Ltd (RNIS) is a veteran at starting ventures at Escorts. She is categorical in her view that indeed women managers bring with them a different style and different skills. She says, "Of course women managers do things differently from men managers because research has shown that women have 40 per cent more nerve connectors than men.

Research has also confirmed that the female gene is stronger than the male gene. It is for this reason that women see things laterally, intuitively and differently. They can handle more, tolerate more and deliver much more than a man."

Ritu Nanda also does not agree that women often make aggressive managers. "Women are born to be managers. They are managing people, family, home, office, life etc. etc. all the time naturally and with utmost ease. The issue of becoming aggressive does not arise." Sue Evans too lists all the positive attributes of women managers. She feels that they have a different mind set and build teams in a different way, by nurturing as well as delegating.

A majority of them also have less of a need to dominate and demonstrate authority. She points out an important aspect of women in leadership — that they tend to be less political and more pragmatic in their approach. In fact she cites political ineptness as one of the reasons why women do not fare as well as men.

In fact, management studies show that women's style of functioning, which is essentially 'interactive leadership', involves several characteristics including encouraging participation from others, making inter-personal relations positive for the entire team or department, being able to share power and information with others, getting people passionate about their work and increasing people's feeling of self worth.

However, this participatory style is not something that women 'acquire', instead increasingly it is being said that it comes to them naturally due to their inherent ability to nurture and take people along.

There are also other things that come naturally to women. As Neerja Sharma, General Manager and Company Secretary, Ballarpur Industries Limited points out, "Women are a lot more organized and their commitment levels are higher. They also plan their job more efficiently and are more effective in delivery."

She feels that women in general and women managers in particular have a different value system and that integrity is ingrained in them. She too disagrees that women managers are

uncertain of them and look for reassurance and hence tend to be aggressive. "All the women I know are very confident of themselves. It's a pleasure dealing with women as they do not beat around the bush and desist from playing politics," she says.

Neerja Sharma believes that if there are fewer women at the managerial level in the corporate world, it is not because of any kind of discrimination. "I would blame it on women themselves. We are not ambitious enough and prefer to take the easy way out. The opportunities are the same for both men and women. You should be able to deliver and that's about it." She feels that though in the initial stages of one's career women may have to make an extra effort, at later stages there is no prejudice against being a woman. "It's a man's world!" admits Ritu Nanda." There is definitely a level of difficulty in the acceptability of a woman as a manager at the top level in organizations, unless of course she has a great qualification to her credit. But we do see more women today at top levels than ever. At the end of the day nothing succeeds success ... and then everybody bows down and accepts you ... that is the way of life."

On the downside many believe that what holds women from positions of power is their tendency to take the path of least resistance. With the natural tendency to encourage participation, used to sharing power and information and being brought up with values that promote accommodation and submission, women take the backseat very easily.

"In fact several companies avoid recruiting women when they are out hunting for fresh MBAs," says management guru **Arindam Chaudhuri** of the Indian Institute for Planning and Management. He attributes this to women always being under family pressure, having to take a break due to marriage, deliveries etc. and hence from the company's point of view are unable to live up to their responsibilities.

However, **Arindam Chaudhuri** has a lot of good things to say about women managers, that is when they reach that stage after going through the initial phases. "Women managers are extremely good team workers and much more responsible, that's also because they are under pressure to prove themselves due to the existing atmosphere."

His experience has been that they never 'keep you hanging', are systematic and decisive. About complaints of women being aggressive or rude, he feels that these come from men who cannot accept women as bosses. "It's more to do with the psychology of men than the women themselves," he adds.

And perhaps that's where the truth lies. Women are great managers but very few make it because of not being ambitious enough or because it's primarily 'a man's world'. On the other hand, men find them aggressive when they are only assertive and getting the job done.

The Contemporary Women Manager

The average Corporate Indian women in senior management are a mere three percent, as opposed to a total of 28% working women in India. However, the proportion of women managers is increasing as compared to the past because of several practical considerations. Recruiters find that an equal number of talented and committed women candidates are applying from campus. In addition, a majority of them also bring with them rare qualities that add value to organizational functioning like "uninhibited" empathy, collaboration and participative decision-making etc. Importantly, the sectors where these male female managers are employed are primarily the service sector, any by large include people relations and teamwork. Women have believed to be more effective in such jobs as compared to men. These are some of the reasons why the number of women managers is increasing.

The Journey of women from the 50s to next millennium can be divided into five phases. It also depicts the evolution of the workingwomen over the last five decades. The five phases with their salient features, add to it this understanding of the aspiration of the contemporary women, as enunciated by Parikh in 2001, are given below.

1. Women in the 1950s were job-oriented and educated. They entered jobs to make good use of their time and education, but gave up their jobs after they had children. Their priority was motherhood.

2. Women in the 1960s and 1970s were career-oriented. They were educated and aspired to a good career and regarded work as an integral part of their lives. During this period, women learnt to balance motherhood and career.
3. Women in 1980s were profession oriented and career was an accepted dimension of their lives. They created an acceptance of work role and space in the larger social cultural and external environment.
4. Women in 1990s (till about 1998) were both home and profession-oriented and created role-redefinition. They were educated with an objective of pursuing a career. They took up new challenges, explored new vistas and competed with men on their turf. They searched for job-satisfaction and for the fulfillment of their professional aspirations and dreams.
5. Women of the millennium are oriented towards happiness and overall fulfillment in different aspects of life with an increased aspect of life with an increased sense of societal responsibility. A clear shift is visible from 'me myself' orientation. They search for newer opportunities and face challenges with ease and seek fulfillment in both career and motherhood. The focus is on creation of a home. Single women and single parenthood roles are acceptable of her as she focuses on her career and societal roles (Gaur P. Subhra, 2005).

Growth Opportunities

The orientation of the contemporary women is happiness and overall fulfillment in different aspects of life with increased sense of societal responsibility. This means that a women needs choices at different life stages to meander smoothly and ultimately fulfill her larger objective without being constrained by any factors be they familial, social or organizational. ICICI, e.g., has a policy of no compulsory transfer which enables the women to make a choice suitable to her life stage requirements and does not restrict her growth.

There are lateral opportunities available whereby multiple career paths may lead to the top. Hence, they may choose their pace depending upon their life stage requirements. In large and growing organizations like ICICI and GE, there are sufficiently challenging opportunities available to engage intelligent and committed women. Prof. Rajadhyaksha

(2002) mentions another related factor, namely, nature of work, i.e., low on physically and fairly high on flexibility and meaningfulness. This is according to her makes it possible for women to change times, location and duration of working hours without compromising greatly on the quality of output and more importantly, without being perceived by others in the organization as having opted out or being favored.

Mentorship and Career Guidance

Though it has been studied that women need mentoring more than men for their upward career progress, it is also true that women face more problems and are less likely to benefit from mentoring relationships. Specifically with less number of women in the top level management positions, women have to be paired up with successful senior men and factors like sexual stereotypes, lack of gender similarity hinder the growth of such mentor protégé pairs. Women have reportedly preferred senior women as their mentors to men, as they look forward to role modeling. However, woman-woman alliances suffer from serious drawbacks, thus restricting the scope of growth of women's career in same gender mentoring relationships also. A network of mentoring or relationship constellations can be considered a viable alternative in order to do away with these problems. Especially in today's world of dynamic restructuring, the concept of multiple secondary mentors is increasingly gaining popularity.

Mentoring is increasingly perceived to be a necessity in today's organizations. With globalization the world is undergoing a dynamic change and organizations are adapting to restructure themselves in order to reap maximum benefits in this changed business scenario. The definition of mentoring is also radically changing and in order to critically analyze the relevance of mentoring and specifically the issue of cross gender mentoring, it is necessary first to form a perception about what mentoring really means today. Previous research has concluded that mentoring is a single dyadic relationship, it is highly complex and developmentally important, a mentor is several years older, he is a person of greater experience and seniority, a teacher, an advisor or a sponsor (Levinson & McKee, 1978 as cited by Higgins & Kram, 2001). Also mentoring is found to be serving two main functions namely, the career functions which refer to sponsoring, coaching,

Providing the protégé with exposure, visibility, challenging work assignments and the psychosocial functions like more intimate, intense relationships, friendships, counseling, source of acceptance and confirmation (Bourn, 1985). However the requirement of secondary or multiple mentors had been recognized long before the dynamic restructuring of organizations became as critical as it is today. Kram (1985) had proposed that not a single or primary mentor but multiple individuals or relationship constellations are needed for developmental support in careers.

Factors affecting mentoring

Factors like organizational hierarchical structure, diversity, protégé mentor race and gender, sex role orientations seemingly affect mentoring (Higgins & Kram, 2001). Previously it was believed, as cited by Higgins (2001) that an individual is an organizational man and that firms provide the sole or primary anchor for an individual's personal and professional identity (Levinson, 1965; Whyte, 1956). Due to organizational restructuring however, job security today has become almost obsolete and organization scholars now prefer the concept of boundary less model of the work environment (Hall, 1996). So these changes imply that the traditional form of a single primary mentor protégé relationship is not sufficient to meet the needs of aspiring protégés and mentors today.

Have you participated in or benefited from the mentoring program at any time in your career with this organization/hotel?

The response from women respondent about the mentoring programs program in their hotel was satisfactory. Ninety of or one hundred eighthly (90/180), i.e. 50% women respondent –

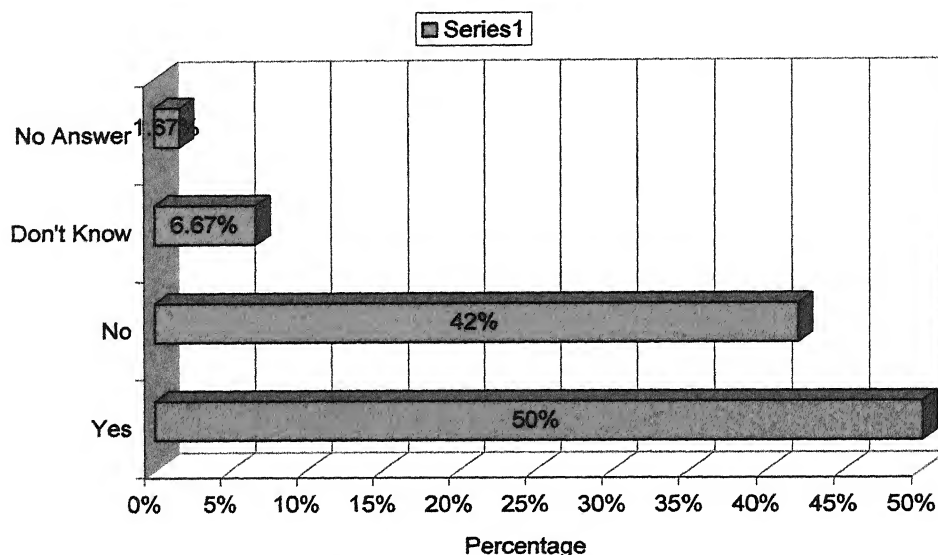
Table No.7 Participation in Mentoring Program

S.No.	Category	Responses	Percentage (%)
1.	Yes	90	50
2.	No	75	41.66
3.	Don't Know	12	6.67
4.	No Answer	3	1.67
Total		180	100

answered that they have participated or benefited through the mentoring in their workplace.

Figure No.: 11

Have you participated in or benefitted from the mentoring program at any time in your career with this hotel?



	Yes	No	Don't Know	No Answer
Series1	50%	42%	6.67%	1.67%

While, the number of negatives responses are also very much, seventy five out of one hundred eighty women respondents (75/180), i.e. 45% says that they never participated or benefitted from such types of programs. Only 15 (8.33%) women tick “Don’t Know” or “No Answer”.

If “Yes” how satisfied were you with the monitoring program?

The responses based on their satisfaction on mentoring at the workplace from the women executives are likely to above. Out of 90 women respondents only 3 women said they are fully satisfied with mentoring but 37 women executives said they are satisfied with the mentoring program in the hotel. And 39 women answered that they are very dissatisfied with the mentoring under their workplace. The other six women respondent also answered negatively, while 5 have no any clear answer.

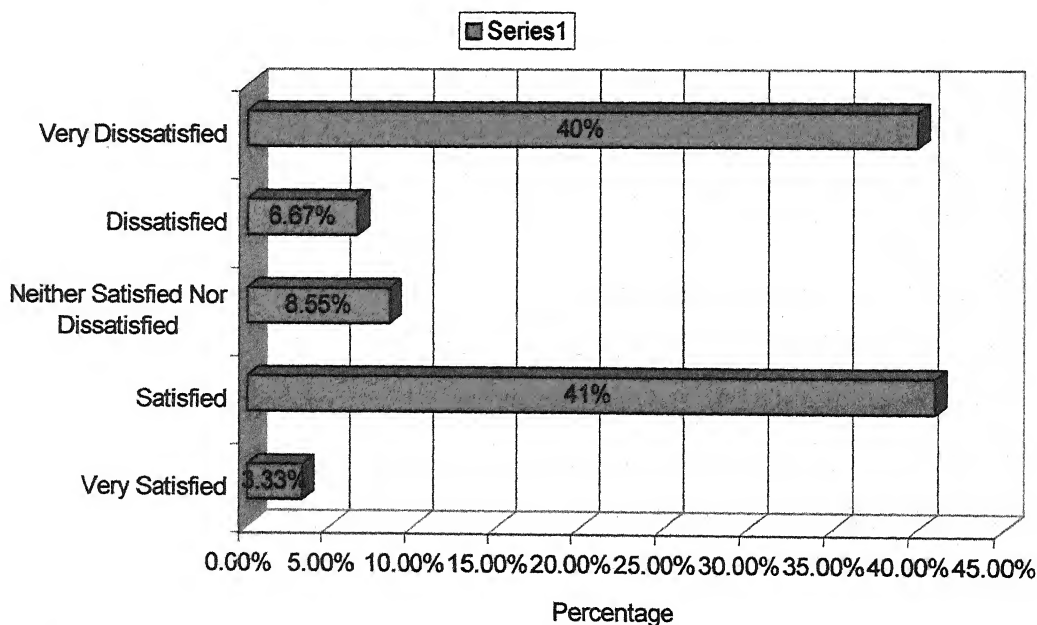
Table No. : 8 How satisfied were you with your mentoring program?

S.No.	Category	Responses	Percentage
1.	Very satisfied	3	3.33
2.	Satisfied	37	41
3.	Neither Satisfied nor dissatisfied	5	5.55
4.	Dissatisfied	6	6.67
5.	Very Dissatisfied	39	40
	Total	90	100

The result shows the mixed reaction on mentorship in the hospitality industry towards women. But this also indicates the prospect of the mentorship in the hospitality industry for women have bright scope in near future.

Figure No.:12

If "Yes" how satisfied were you with mentoring program?



	Very Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Very Dissatisfied
Series1	3.33%	41%	8.55%	6.67%	40%

Cross Gender Mentoring

The issue of cross gender mentoring is highly relevant in the context of this new framework of mentoring. Research has shown that feasibility of successful cross gender mentoring is hindered by many factors. Cross gender mentorship can be of two types namely, one with a male mentor and a female protégé and the other with a female mentor and a male protégé, the latter being a relatively rare occurrence due to the paucity of women in senior / mentoring positions.

Most successful women emphasize the contribution of mentorship and guidance, interestingly; mentors are both male and female. The founder of India's first Media Audit agency, Spatial Access Solutions, Meenakshi Madhwani, mentions the names of Subhash Chandra, the late Shunue Sen and Alyque Padamsee as her mentors. She was a successful media planner at Lintas and served as Zee's marketing chief when Zee was rewriting the rules of the television business and later was the head of India's first specialized media outfit, Carat (Business Today 2005).

Challenges for Women Managers: 21st Century

Women in India and other countries have struggled to establish and identity and create a space in social as well as work organizations. Professional course like B.B.A, B.H.M, M.B.A, M.H.M. M.T.T.M, M.C.A, PGDM, PGDBM or others have all been training women to enter into new professions and move away from the traditional roles and low paying jobs. The emphasis is primarily on professionalism. The managerial issue at stake is best summed up by Handy when he writes: "Organization need talented women in their core jobs, therefore, not only for reasons of social fairness, important through that is, but because many of those women will have the kinds of attitudes and attributes that new flat flexible organizations need. If they screen out the women they will handicap their future." (Handy 1994).

Now days, a greater number of experts believe that women possess a unique management skills, i.e. they encourage participation, they make people feel important, included and energized; they share power and information. These skill needs to be utilized in the organizations of the future, if they want to compete in the 21st century.

Despite women's increased investment in higher education, their greater commitment to management as a career, the shortage of international managers, and equal opportunities legislation, female expatriate managers in every country remain a small fraction of those in senior positions. Most organizations are reluctant to select female managers for foreign assignments (Muncherji Nina, 2005).

Many experts believe that women have in them the unique "Interactive skills" that needs to be utilized fully in the organizations of the future, to further compete the 21st century. The "Glass Ceiling" has kept away women from advancing higher. There is a wide disparity in the employment of women in management both in develop and developed countries. For example, in a country like Shri Lanka, 48% of total labor forces are women but only 17% of them hold managerial jobs are approximately 2 per 100 men (Agarwal S.P., 2005).

IMPLICATION OF HRM

It is perfectly alright for women to make deliberate choices not to rise beyond a certain levels in the organizations because they do not want to handle the greater stresses that are almost always invariable associated with higher responsibilities. Success might mean different things to different people and it would be a pity if career success should come at the cost of what is personally defined as success in life by individuals, since after all, career is only one part of the individual life space. However the women of today entertain an enhanced level of career aspiration, and to tap their full potential through effective human resource management, organization need to boldly and creatively think about what changes ought to be made. The redesign ideas suggested here are geared not only for the benefit of effective utilization of women's contributions, but are also meant to facilitate and enhance the quality of life for women (men) in general (Sekaran Uma, 2000).

Human resource management is considered to be most important assets of an organization. In order to be an excellent performer, the management of any organization is required to manage both men and women effectively, so that their potential and special talents are utilized towards the fulfillment of the organizational goals. However, in the majority of Indian organizations, there are significant differences in the way male and female employees are perceived, including by managers, on key gender issues. To develop a

healthy, creative and learning organization, it is imperative that such perceptual difference and their causes be addressed.

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CHAPTER -6

RECOGNIZING WOMEN POTENTIAL IN MANAGEMENT IN HOSPITALITY INDUSTRY

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RECOGNISING WOMEN POTENTIAL IN MANAGEMENT IN HOSPITALITY INDUSTRY

Women Potential in Hotels: Introduction

Women do not want to be viewed as objects of charity but as economically and socially productive people who know what they want and are willing to work for it. An appropriate response to the problems of a woman should not be sympathy but actions that help her to stand on her own legs. Right from the childhood days all over the world women were fed on the idea that their place is at home and great authorities have made pronouncements to strengthen this conviction. They have been slowly drawn into the economic arena in larger numbers compared to earlier time (Vijayalakshmi R., 2004).

One must feel legitimately happy over the improvement of women's lot over a period of time. However, it is not adequate when compared to the women population or when compared with work participation rate of men which is around 48.95%. Similarly, significant gaps have been shown in the literacy rate and the school enrolment ratio of boys and girls. The internalized and externalized barriers to women employment are sought to be removed for fully activating women, through income yielding work, so that their fullest potential will help them as well as the economy.

The government has already announced that women can now work during shifts in factories, for social security and transportation arrangements are to be adequately provided. Several institutional mechanisms at the state and national levels have been set up for the development of women (National Policy for the Empowerment of Women-2001-India ;).

The Organization for Economic Cooperation and Development showed a consistent picture, across cultures and continents, of women achieving better results than men. The survey is a detailed comparison of educational achievements and spending, the survey found that in almost every developed country 15 year old girls are more confident than boys about getting high income jobs. (HRD Times- August, 2004).

Position in Organizational Hierarchy

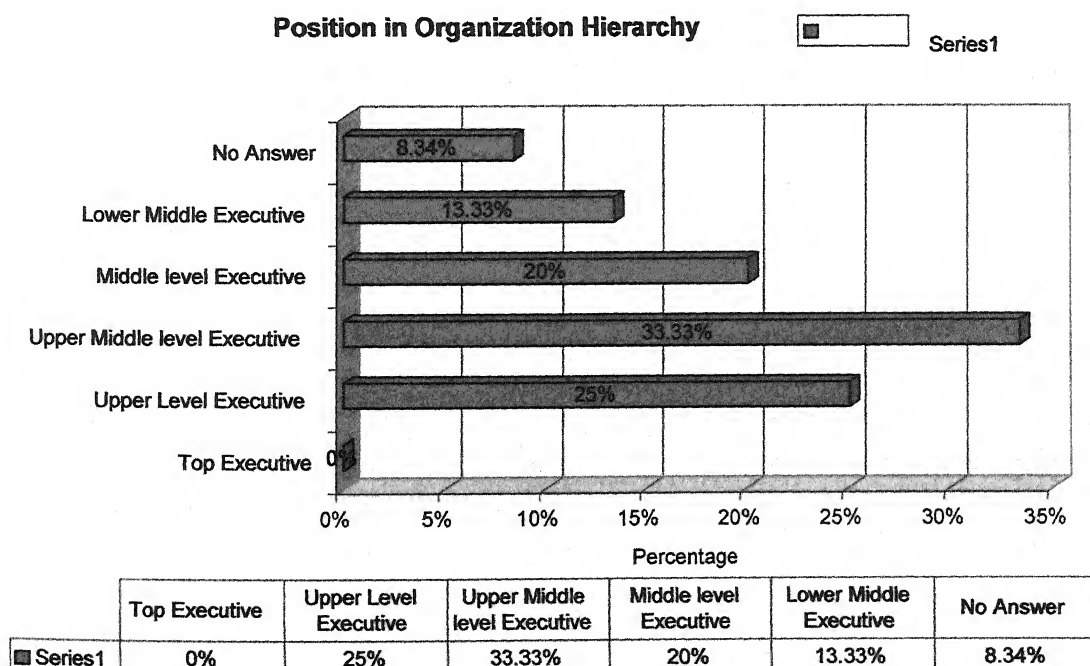
The hospitality industry has much potential of women employees in the management. The industry is keen to make full use of allowing its workforce. They adapt well to change in jobs, they find right jobs for themselves, and they handle career disappointments well.

Table No. 9: Position in Organization Hierarchy

S.No.	Organizational Hierarchy	Responses	Percentage (%)
1.	Top/chief Executive	0	0
2.	Upper Level Executive	45	25
3.	Upper Middle level Executive	60	33.33
4.	Middle level Executive	36	20
5.	Lower Middle Executive	24	13.33
6.	No Answer	15	8.34
	Total	180	100

The above table shows that the position of the women executive in the hospitality industry is quite satisfactory. But the thing that is to be noted here, I have not found the single women respondents from the top level executive under the survey of conducted on 180.

Figure No.: 13



women executives. I have surveyed the quite sufficient number of samples of 180 women executives and this take a long time to collect the questions. But this may also be possible

that I could not reach to those hotel/hotels which have a top level executive. Out of 180 women respondents, 25% women belong to Upper level executives, 33.33% women belong to Upper middle level executives, 20% women belong to middle level executives and 13.33% women's belong to lower level executive in the hotels. While, 8.34% women respondents have not taken to interest towards this query.

Nature of Job

It has been found under the survey that a great number of women are working at the managerial position; the percentage of these women executives was 46.67%. While only

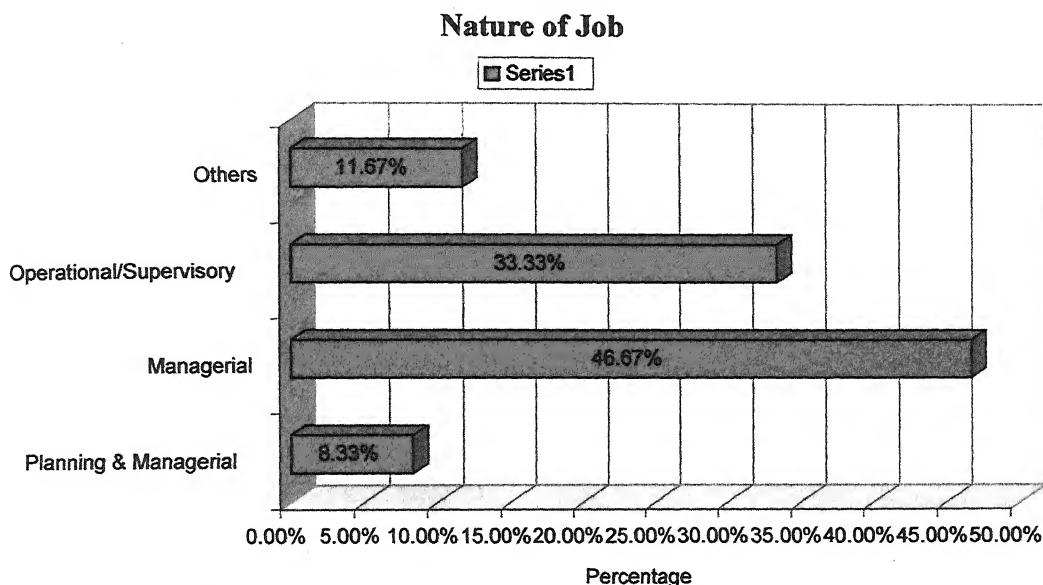
Table No. 10 Nature of the Job of Women Respondent

S.No.	Nature of job	Responses	Percentage (%)
1.	Planning & Managerial	15	8.33
2.	Managerial	84	46.67
3.	Operational/Supervisory	60	33.33
4.	Others	21	11.67
	Total	180	100

8.33% women's are of that category which is involved in planning and managerial activity. Women executives from the operational level have also a sufficient number that is 60 out of 180 women executives i.e. 33.33%. A quite sufficient number of women also belong from the category of 'others', such as secretary, receptionist, stenographer, etc. who also comes under executive level.

This indicates that there is quite sufficient number of women which is working at the managerial level, challenging the male counterparts who are working at the top level management. And it also indicates that in coming time there will be more women at top executive positions in the hospitality sector.

Figure No. 14



	Planning & Managerial	Managerial	Operational/Supervisor y	Others
■ Series1	8.33%	46.67%	33.33%	11.67%

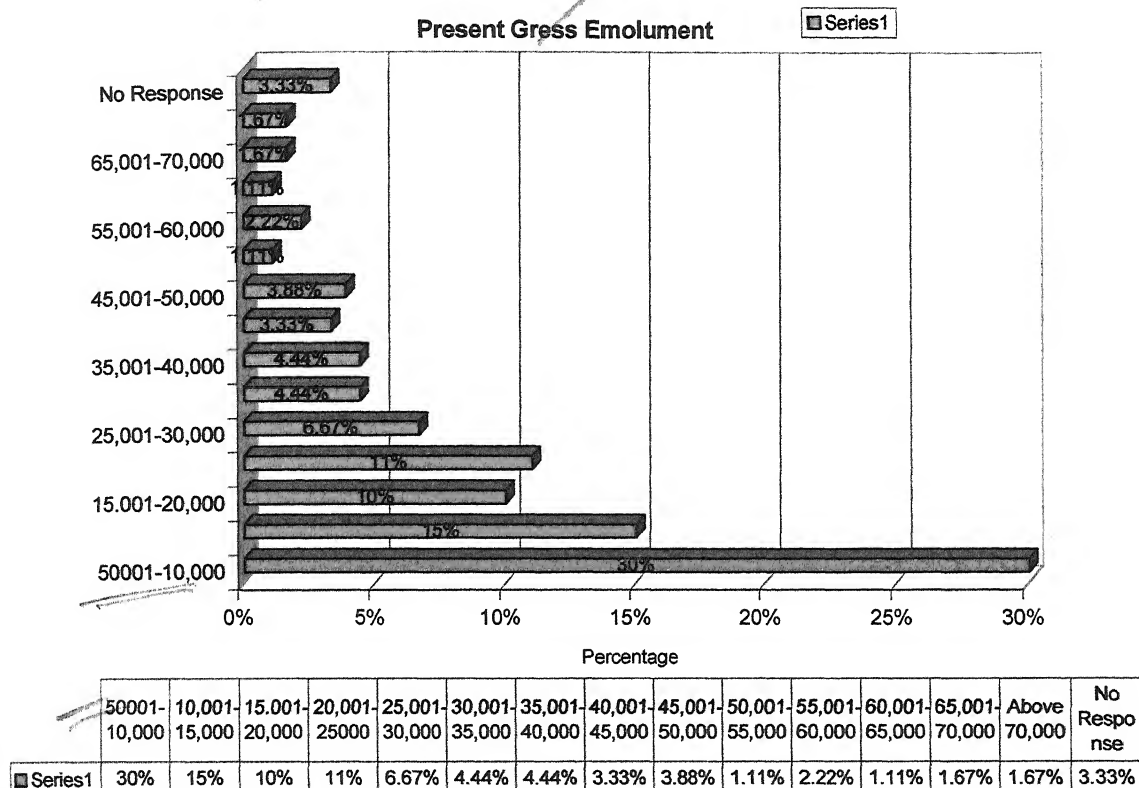
Present Emoluments

The situation of the emolument given in the hospitality industries to its employees is not up to satisfactory level, a large number of women executive are in the junior executive scale.

Table No. 11 Present Emoluments to Women Employees

S.No.	Age Range	Responses	Percentage (%)
1.	50001-10,000	54	30
2.	10,001-15,000	27	15
3.	15,001-20,000	18	10
4.	20,001-25000	20	11
5.	25,001-30,000	12	6.67
6.	30,001-35,000	8	4.44
7.	35,001-40,000	8	4.44
8.	40,001-45,000	6	3.33
9.	45,001-50,000	7	3.88
10.	50,001-55,000	2	1.11
11.	55,001-60,000	4	2.22
12.	60,001-65,000	2	1.11
13.	65,001-70,000	3	1.67
14.	Above 70,000	3	1.67
15.	No Response	6	3.33
Total		180	100

Figure No.15



Rs 5000-10,000, this percent is 30% out of the total 180 women respondents. Besides this 15% are of the salary range Rs. 10,001-15,000; 10% from the category 15,001-20,000; 11% from the category of 20,001-25,000, it is notable here that 66% out of 180 women's are of the salary range from Rs.5001-25,000. It means that only 30.33% women executives in the hospitality industry belong to the salary range from above Rs. 25,000 and below Rs. 70,000.

It is to be noted here that we also considered the trainee women executives that belong to less than Rs. 10,000 salary range, while there are number of other women executives also who is getting less than Rs. 10,000.

I have also considered some public sector hotels under my survey, in which the salary structure is quite sufficient at the executive levels. The only discrepancies which have to seen by me were under the private sector category hotels.

But, it has been also noted that some women executives are getting good salary package, above 6 lakhs, but this number is very low, and it is also quite less than the salary structures of men employees in the same hotel/organization.

Academic Qualification

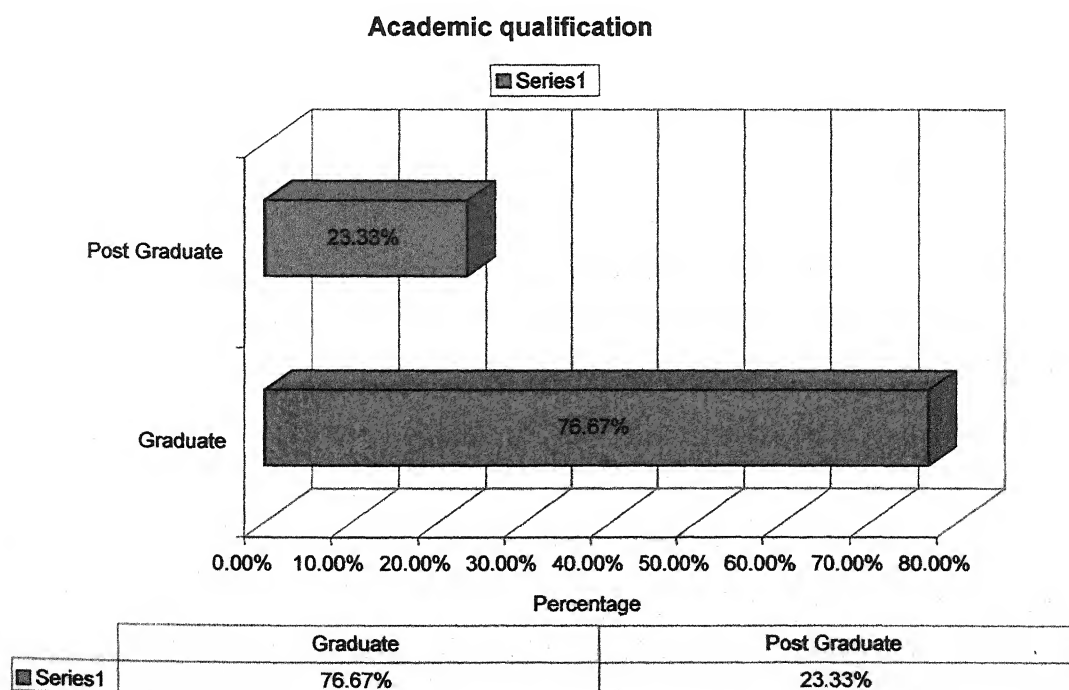
This is notable point here that all the women respondents working at executive rank in the five star/and other hotels are well qualified, no single respondents are found below the graduation, this number is 138 in 180 women executives, i.e. 76.67%.

Table No.12

S. No.	Academic Qualification	Responses	Percentage (%)
1.	Graduate	138	76.67
2.	Post Graduate	42	23.33
Total		180	100

And the number of the women respondents belong to post graduate category are (till 2005) are 42 out of 180 women respondents, i.e. 23.33% as per my survey results.

Figure No.16



It means that there is well qualified staff of women employees in the hospitality industry. This point also imparts strengths to women literacy in the service sector in India.

Professional Qualification

The responses from the hotels from the women employees are also very surprising. Out of 180 women respondents, in which only 137 women respondents have given responses, there are 48 respondents (27% of 180 women) or 35% out of 137 women respondents having bachelor degree in hotel management but the number form post graduate in hotel or tourism management was very less i.e. I found only 4 women's (3%) out of 137 respondents or (2% out of 180 respondents).

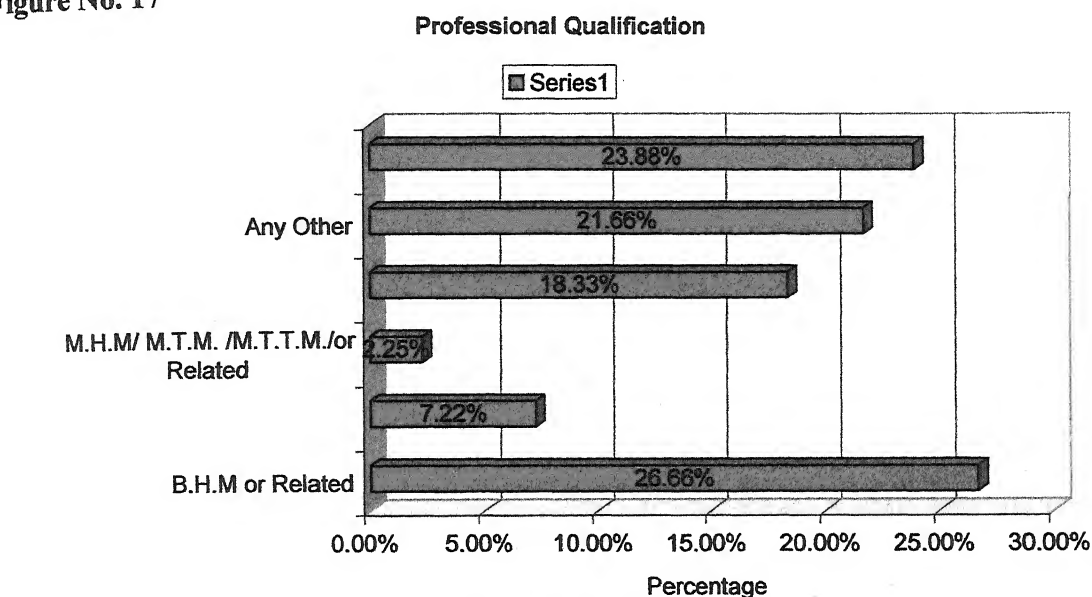
Table No.13

S.No.	Professional Qualification	Responses	Percentage (%)
1.	B.H.M or Related	48	26.66
2.	B.B.A	13	7.22
3.	M.H.M/M.T.M/M.T.T.M/ PG Diploma in Hotel Management	4	2.25
4.	M.B.A/P.G.D.M/P.G.D.B.M or Related	33	18.33
5.	Any other	39	21.66
6.	No Response	43	23.88
Total		180	100

The respondents who have their post graduate degree/or diploma in 'management' were in the quite sufficient number, there are 33 women out of 180 (18%) who have done their post graduation in management. I also found that there are 13 women out of 137 (7% of 180 women) done their graduation, in business administration. Thirty seven out of 180 women (22%) have from the category of 'any other qualification' such as diploma in secretarial practices, diploma in shorthand; some were electrical engineer or diploma in Personnel Management /Human Resource Management etc. but it is to be noted here that a quite number of women respondents have left this question blank, This number was 43 women, out of 180 women executives. This means these are probably, either those women

respondents who do not have any such type of professional qualification or was the old employee of the organization.

Figure No. 17



	B.H.M or Related	B.B.A. or Related	M.H.M/ M.T.M. /M.T.T.M./or Related	M.B.A./P.G.D. M./P.G.D.B.M./or Related	Any Other	No Response
Series1	26.66%	7.22%	2.25%	18.33%	21.66%	23.88%

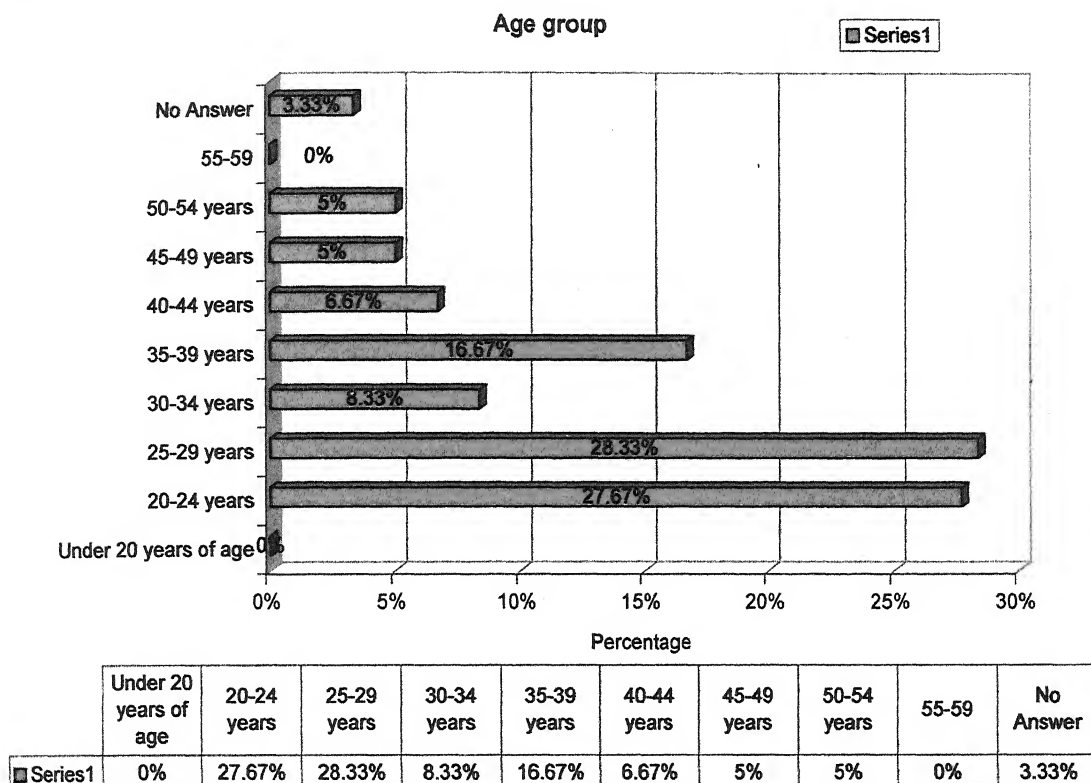
From the above responses we can say the educational and professional level of the women in management in hospitality industry is quite sufficient and in near future no one have to surprise that they will be on the top ladder in the corporate sector.

Age Group

Table No.14

S.No.	Age Range	Responses	Percentage (%)
1.	Under 20 years of age	0	0
2.	20-24 years	48	27.67
3.	25-29 years	51	28.33
4.	30-34 years	15	8.33
5.	35-39 years	30	16.67
6.	40-44 years	12	6.67
7.	45-49 years	9	5
8.	50-54 years	9	5
9.	55-59	0	0
10.	No Answer	6	3.33
	Total	180	100

Figure No.18



In this survey I have found that in a large ratio the women respondents belong to the age group 20-24 years and 25-29 years, their respective percentage was 27.67% and 28.33%, i.e. It have been found that there are 99 women executives out of 180, are of the age group 20-29 (56%). No single women were found of the category below the 20 years and above 55 years. The second category of the age group in which the women respondents have maximum numbers were 35-39 years, 30 women's (16.67%) out of 180 (total surveyed women) belongs to this category. Each 5% women belong to the age group 45-49 years and 50-54 years. Approximately 7% women were found of the category of 40 -44 years.

The result of the survey suggest that there are sufficient number of youngsters women employee in the hospitality industry, this means that new female generation is coming forward to grasp the opportunity in the every field, especially in service sector industries in India as well in the world..

Women Managers: Representation to the Top And Beyond

Women in top management positions are still a rare species. But things are changing and more and more women are heading teams and delivering results. So what does it take for a woman to get to the top, and more important, stay there? Globally, they comprise only 10 per cent of senior managers in Fortune 500 companies, less than four per cent are in the uppermost ranks of CEO, president, executive vice president and less than three per cent of them are top corporate earners. In India too, it is no different (The Hindu Business Line, 2002).

Though statistics elude us, if you look around, you will not find even a handful of companies headed by women or women at the helm of strategic departments. But that does not mean that the situation is not improving. Yes, it is — women are being taken for jobs of responsibility, though it may be more on the HR, servicing, IT or finance side and much less in hardcore production or marketing jobs.

Nevertheless, women who are at the top are determined to stay there and more are aspiring to reach there, glass ceiling or no glass ceiling. In fact companies themselves are now more open to women as leaders — at ICICI, it's the women leadership that is making a mark.

Management studies on the gender initiatives taken by the corporate world show that companies have followed three approaches: There are some companies that like their women employees to be part of the 'boys', adopt masculine styles of functioning, play golf, take on tough assignments in factories or overseas and be assertive leaders just like the men.

Other companies recognize that women do the same work but they have different needs that require be addressing and accommodating at the workplace. Hence, they offer their women employees not only the statutory maternity leave, but other conveniences as well. So, inbuilt in their system are flexible working hours, working from home, allowing women transfers easily (when the husbands move) or even being amenable to women choosing alternate career tracks within the organization itself (The Hindu Business Line, 2002).

A third set of companies go the whole hog. They not only accommodate women employees, but recognize that women bring with them a difference in approach and attitude to the workplace. Hence, they also place them appropriately, so that their skills and interactive style of leadership brings gains to the organization.

However, management studies on gender equity also recognize that all the three approaches have their limitations. That being part of the boys' golf game or making use of flexi hours or even being praised for bringing in the 'feminine' approach to running an organization do not change the essential gender inequity inherent in the system. That would require a larger social change and more so, a drastic shift in perspective.

Therefore, women in corporate India are aware of the constraints they work under and obviously try to make the best of the bargain. They typically bear a disproportionate amount of responsibility for home and family and thus have more demands on their time outside the office. And when they do reach the managerial level, they bring with them both the silver lining and the dark clouds. But they flower, if they are allowed to flower, despite all the obstacles, which are mainly societal and perceptual.

Leadership Style of Women Managers

A number of studies have been carried out which have examined the leadership styles of men and women, and researches indicate that there are few differences (Ferrario, 1994; Wilson, 1995). There is however common view that women prefer a transformational style of leadership, while men prefer a transactional style.

Since males have historically occupied leadership roles; the literature on leadership has implicitly assumed that leaders are men! Associated with this implied equation between leadership has implied equation between leadership and maleness is the notion that women, by virtue of their gender, lack of certain inherent qualities of leadership. However, now the situation is slowly changing and women are becoming more visible in managerial ranks, and a good amount of research is being done in the area of gender and leadership (Khandelwal Preetam., 2005).

Women managers at large have been influenced by the feminist debate. Marshall, for example, writing in the mid 1980's, describes her views developed into radical and influenced her role concerning the management role (Marshall, 1984).

Generally, it is a common belief, male and female managers differ in the ways they think and approach business problems. However, it is also reported that they are similar in nature in relation to several leadership traits, such as vision, intelligence, charisma, commitment and drive. Dissimilarity exists in leadership style than men. In general, women are more relationship oriented, and usually pay more attention to processes of the tasks while focusing on results and outcomes, support innovation and change more than men. They emphasize on collaboration more than man, and like to build consensus to a greater degree than men. In this context, it is pertinent to mention a few perceptions of men about women managers. Many men feel that women see power as a symbol of prestige, and personal goal fulfillment rather than as a tool for getting thing done. They also hold the view that women do not empower their subordinates, and treat them badly in many cases. There are seems to be some discrepancy between men's perception of women's use of power in the organization and women's management style. A study in this regard suggests that women in general exhibit or prefer 'interactive leadership' style and men exhibit or prefer 'Command and Control' leadership style. Most male managers believe that women cannot lead in command and control style, which may not be effective for women managers. In the present day complex business environment and fast changing dynamic situations that a manager invariably faces, it is the valued opinion of the expert the "Command and Control" leadership style with which a women manager is naturally powered and which is the primarily requirement for resolution of conflicts among ego-centric individuals, women managers may perform better in future.

A person's role at work has been identified as a major source of occupational role stress involving role ambiguity as well as responsibility for people and conflict stemming from organizational boundaries (Davidson and Cooper, 1981). Male and female manager both suffer from role stress if there is an incompatibility between their view of themselves and their definition of executive role. Traditional stereotypes concerning a women's role and expectations stemming thereof make it even more likely for female manager's to face

considerable role stress. Furthermore, women as a minority group subjected to male-dominated policy making face additional unique stress factors (Davidson and Cooper, 1981). Women managers are also susceptible to role stress due to multiple role demands inherent in managing a career, a home and a family.

Involving women's in governance/leadership is identified as one of the important strategies to empower women and solve some of their problems. The recognition of the right of every citizen to participate in governance is a basic element of democracy, which, to be effective, requires that the needs and interests of all members of society are respected and represented. This cannot happen if any one group consistently excluded from taking part in governance. The fact that others might claim to be speaking for them is no guarantee of social justice, as is evident from the situation of women in most part of the world. Indian women are marginalized in governance by a variety of processes that begin in infancy. Girls are encouraged to play passive roles and given little skills outside the family context. Instead, they are taught to accept the decisions that others parents, teachers, brothers and husbands – make on their behalf. As a result, women tend to lack the self-confidence and skills needs to function effectively in the private and public sphere (Kumar A. Vijay & Shaffioddin Md., Dec., 2004).

Biswas (1989) and Buddhapriya (1997) have studied, under the supervision of the author, the issue regarding leadership and role stress in the Indian context. Both the studies relate to public sector managers. The study by Biswas (1989) was conducted on 160 managers from six public sector organizations out of which 80 were females and the rest 80 were males. The two samples were matched with respect to age, income, designations, organization and education level. A second sample of 80 subordinates for the male managers and 80 subordinates for female managers were also taken. This study was carried out to explore the nature of relationships, sex-role orientation, leadership styles and organizational role stress in male and female managers at different levels of management.

The second study (Buddapriya, 1977) was conducted on 160 women managers from 10 public sector companies' across different levels. This study explored the sex-role orientation and leadership styles of women executives and also the effect of sex-role orientation on leadership styles, and organizational role stress. The scales includes Indian

adaptation of the Bem's sex –role inventory (Rau et al, 1982), Sinha's Leadership style scale (1980) and Pareek's (1983) organizational roles stress scale.

Through there was a lag of about eight years between the two studies, the results of both the studies show several striking similarities in perception of leadership styles and role stresses among women managers over the years, suggesting thereby that the reality for female managers in Indian Public Sector remains more or less the same over the period.

Principles of leadership

The accepted principle of leadership for male or female are:

- 1 Know your job and be technically proficient
- 2 Seek responsibility and take responsibility at the workplace
- 3 Make sound and timely decisions
- 4 Set an example and you will automatically have followers
- 5 Know yourself and seek self-improvement
- 6 Know your colleagues and look after their well-being
- 7 Communicate effectively with colleagues and delegate work
- 8 Encourage innovation and team work
- 9 Appreciate others honestly and you will be appreciated
- 10 Ensure that tasks are understood and accomplished

Developing the members of a team is a task in which women managers generally excel. Encouraging a team to formulate plans, implement programs, and learn from successes and failures will assist personal growth and enhance motivation. Above all there is a need to be aware of personal strengths. Make senior management aware of your successes and let them share the achievements.

The research first carried out in the 1970s is the basis for advice that is still valid in the late 1990s:

- Accept that differences will remain with us for the rest of our lives-and this remains true of any member of any minority group.

- Ask yourself whether you want to succeed in a management career that may involve competing with others in a system in which they are more comfortable.
- Consider the costs and rewards of management positions.
- Reflect upon where you are now.
- Ask, "What do I need to do to succeed?" (Hennig and Jardine, 1979)

The emphasis must be on taking a positive approach to self-development and to the management role itself, which is advice easier to talk or write about than it is to follow.

Reasons for promoting women leaders

- 1 There is a general consensus that women abandon their jobs at the drop of the hat. True, but they are not to be blamed, as they see fewer opportunities for career advancement in a male-dominated corporate world. The onus is on the employers to recognize this trend and reverse it. There is the greater danger of losing an entire generation of women leaders.
- 2 Ignoring women means turning your back on a crucial talent pool. Smart organizations are those, which take maximum advantage of talent, regardless of gender, race or any other discriminating factors. This is the strategic decision organizations need to make. However, many companies fail to do so and fall into gender discrimination trap.
- 3 Most corporate follow the one-dimensional model for career progression, wherein the compensation is outdated and ineffective. Today's corporate world, where diversity is the buzzword, leadership needs to reflect it. Women leaders are a part of the scheme in an organization's strategy. Compensation models designed keeping in view men, as the sole breadwinners of the families need to be discarded.
- 4 Women leaders offer an invaluable business perspective. By catapulting them to the top ranks, a message is sent across the board that women's voices matter. However, it is not just the upper management's obligation to do so, but women too need to assert their stance on the issue and promote themselves.

- 5 Women as decision makers attract women recruits and encourage other women employees to excel. It also sends a message throughout the organization that there is prospect for women (Buddhapriya Sanghamitra)*.

Management Role

Our study is based on 180 women executives working in hotels in Delhi & NCRs reveals some interesting findings. As a part of this study we tried to identify the perceptions of women about their work place. To do that we analyzed their perceptions from three different dimensions: women as “Boss”, women as “Peer” and women as a “junior”. All respondents were asked to share their feelings about their female co-workers on the basis of their positions in three different levels of corporate hierarchy. A close analysis of their statements tempted us enough to relate those traits.

In the corporate world, initially the men feel uncomfortable working under a female boss. Due to their inherent confidence of capability, men in junior positions start with a positive perception, experience a smooth journey, feels a positive sense of corporation, find themselves in the confidence circle of boss, achieve deadlines, meet targets, but ask for credit face a jolt! The verbatim of a respondent goes like this: “you can enjoy smooth ride until you go for a head-on-collision. You ask you credit and she will treat as an unfair demand. So majority of view is that you should treat as a boss like a “queen bee” of your corporative hive (Banerjee Saikat, 2005).

*Received University Gold Medal for Securing First Class First Position in M.A in Personnel Management & Labour Welfare. PhD from Faculty of Management Studies, University of Delhi. Receiving ICSSR Doctoral Fellowship while Pursuing her Ph. D.

Recipient of Faculty Research Fellowship sponsored by Shastri Indo-Canada Institute for the Year 2000-2001 and perused her PostDoctoral research from Michael DeGroote School of Business, McMaster University, Hamilton, Canada. Conducted research in Canada and US on *Gender Sensitivity in Management: A Study of some Canadian Organizations*.

Has authored a book titled " Women in Management" and some of her research articles are published in referred journals.

Conducts training programme on Gender Sensitivity, Balancing Work and Life, Life and career Planning of Female Executives. Conducted management development programmes for New India Assurance, HTPC Corporate Office and NTPC Korba.

To break the discussion further, I take help of some male executive respondents whether women managers coped better with stressful situations. A majority view was that women managers took less time to react and more time to choose a way out. They felt that women took a cautious approach and in the midst of an unpredictable situation, their gut did not allow them to go for quick and logical decision, their gut feeling.

Respondents of the view that that a women changed her color frequently at the time of hurdles and always tried to be with the authority figure for individual benefit. They felt that the interest of team was a second priority. Males did not feel much threatened by their female colleagues. On the contrary they were of the view that the scope of a successful career offered female team members financial independence and self sufficiency. So, the men thought that this is ever increasing need of self-realization and maximization of professional abilities only motivated this minority segment of the corporate world to prove themselves as true team players.

In management women in the role of junior enjoy special privilege from their male counterparts. The study reveals that female bosses were not comfortable with juniors from the same community. The women respondents thought that a female junior was not trust worthy. Competition and conflict were the only visible traits that they could identify of female junior. Give them space, she will jump on you was a spontaneous reaction.

Being overshadowed by the male colleagues, women in the past, women in management in the present environment are very keen to create their own definite existence in the organization and they want to achieve their own goals quickly. The needs of power and affiliation for both the interest groups transform their "boss junior relationship" in to a more stressful relationship.

Women and Overseas Management

Companies hesitate to send women managers abroad, but women can successful expatriates like their male counterparts (Muncherji Nina, 2005).

International assignments are increasingly seen as an integral part of career development for potential senior managers. The number of female managers pursuing an international

management career remains considerably low, even though there has been an increase in women taking up managerial positions at the national level, Adler (1993) estimated that only 3% of expatriate managers are women. Alder & Izraeli (1988) found that while organization may be prepared to promote women through their domestic managerial hierarchy, only few of them have been given opportunities to expand their career horizons through access to international careers.

It has been seen that whenever organization developed a pool of potential expatriate candidates, they excluded women. However, international firms can no longer afford to limit their pool of talented human resource by excluding a particular group of employees just based on gender.

Since, expatriate management positions typically involve upper-level positions; the small number of female expatriates may be associated with the workplace phenomenon known as “glass ceiling”, in the context of foreign assignment. It is believed that women do not want to be international managers. This is not true. Today we find that graduates from good B schools be it men or women display an equal interest in pursuing international careers. It is actually the organizations that always find it difficult to select women for their international assignments. They are so repudiated against women that they are certain that female managers will not succeed in managing effectively even if sent. Some organizations hesitate because of the insurmountable dual career issues. Others fear the safety of women expatriates, especially in cases where single women traveling to underdeveloped countries are concerned. The goal of organization employing in managerial positions continues to be assimilation of female managers into the male dominated organizational word. This has been termed as the Equity Approach.

There are three most commonly held myths about women in international management.

- 1 Women do not want to be international managers.
- 2 Companies refuse to send women abroad.
- 3 Foreigners' perception against women renders them ineffective, even when interested in foreign assignments and successful in being sent.

It is interesting to note that a study conducted in America found that almost all female expatriate managers (97%) reported that their international assignments were successful.

There are reasons why female overseas assignments are more successful (Muncherji Nina, 2005).

- 1 Firstly, they are highly visible and generate a lot of interest since it is not very common to find women on international assignments. Thus, it is easier for them than for their male colleagues to have access to their foreign clients' time and attention.
- 2 Secondly, women have been found to possess better interpersonal skills which make it easier for local men to talk them on varied topics.
- 3 Thirdly, certain countries like Hong Kong and Japan accord high status to local women and the same status has been accorded to women expatriates.

Thus as a conclusion it would be fair to state that it is the companies that are hesitant, if not completely unwilling, to send women managers abroad and that women can be successful as their male counterparts as expatriates, provided they are given a chance.

Today, women have gained a firm foothold in the management ladder and the trend for women expatriates appears to be promising.

WOMEN EXECUTIVES IN ADVANCEMENT OPPORTUNITY PROGRAMS IN 5- STAR HOTELS

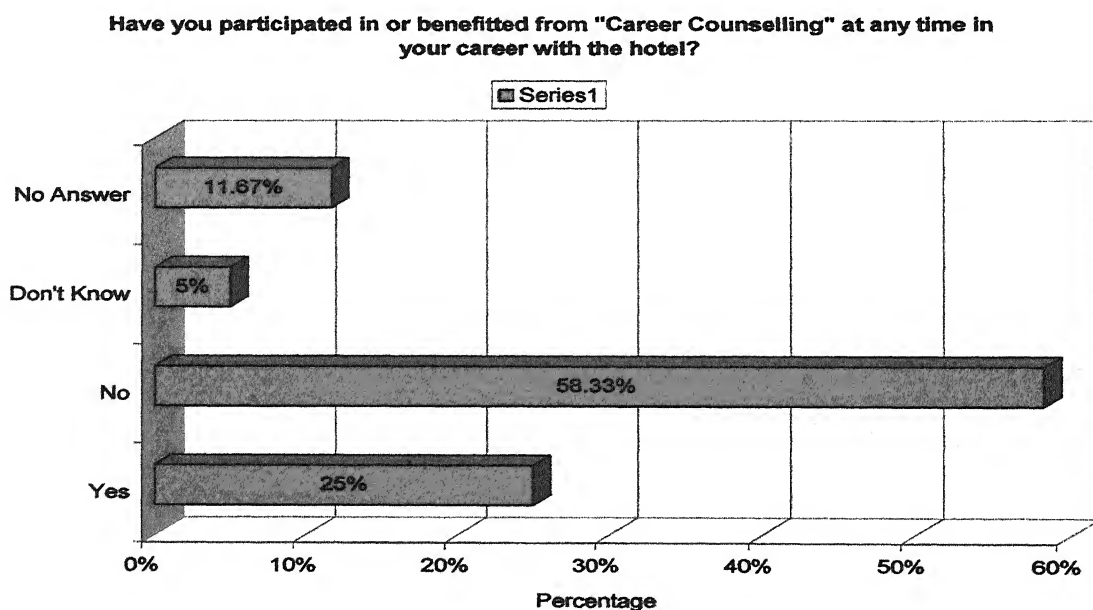
Have you participated in or benefited from "Career Counseling" at any time in your Career with the hotel?

The response form women respondent about the "Career Counseling" in the hotel was

Table No.15

S.No.	Category	Responses	Percentage (%)
1.	Yes	45	25
2.	No	105	58.33
3.	Don't Know	9	5
4.	No Answer	21	11.67
Total		180	100

Figure No. 19



satisfactory at some level. Forty five of or one hundred eightly (90/180), i.e. 45 women respondent answered that they are participated or benefitted through the "Career Counseling" in their workplace. While, the number of negatives responses were also very much, One hundred five out of one hundred eighty women respondents (105/180), i.e. 58.33% says that they never participated or befitted from such types of programs, 21 women have not given any response. And only 5% women say that they do not know about such type of program in their work place.

The result shows the little initiative on “Career Counseling” taken in the hospitality industry for women employees at executive level or in management. But this also indicates the prospect of the “Career Counseling” in the hospitality industry for women have bright scope in near future.

If “Yes” how satisfied were you with career counseling?

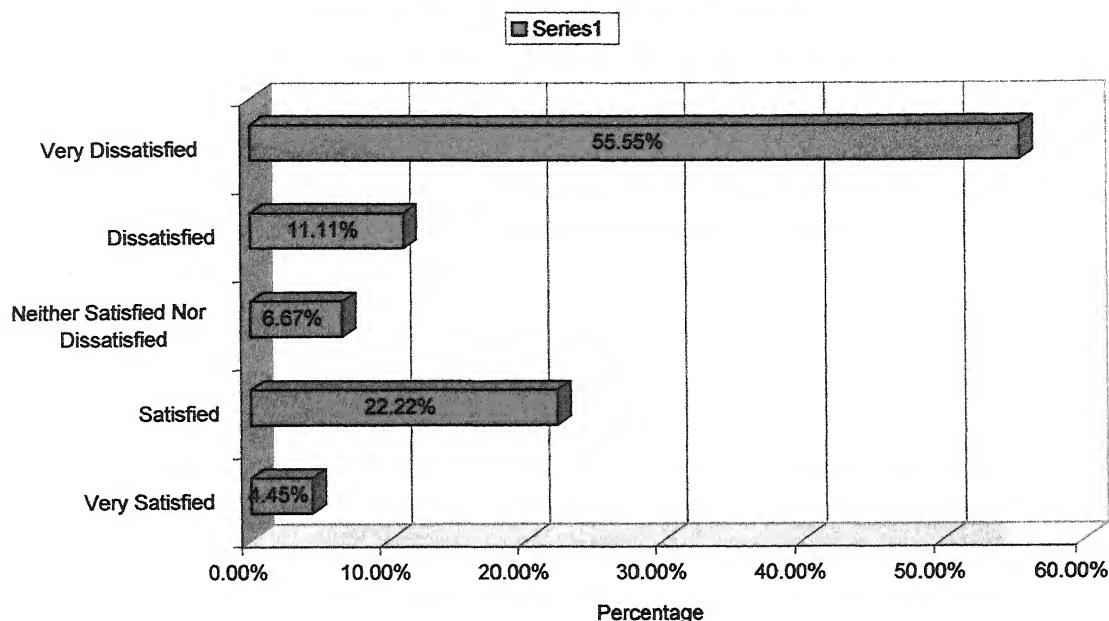
The responses based on their satisfaction on “Career Counseling” in the hospitality industries from the women executives are not satisfactory up to level. Out of 45 women respondents only 2 women said they are fully satisfied with “Career Counseling” and only 10 women executives said they are satisfied with the mentoring program in the hotel. And 25 women answered that they are very dissatisfied with the “Career Counseling” under their workplace. The other five women respondent also answered negatively, while 3 have no any clear answer.

Table No.:16

S.No.	Category	Responses	Percentage (%)
1.	Very satisfied	2	4.45
2.	Satisfied	10	22.22
3.	Neither Satisfied nor dissatisfied	3	6.67
4.	Dissatisfied	5	11.11
5.	Very Dissatisfied	25	55.55
	Total	45	100

Figure No.: 20

If "Yes" how satisfied were you with career counseling?



Have you participated in or benefited from "Management or Leadership training" at any time in your career with the hotel?

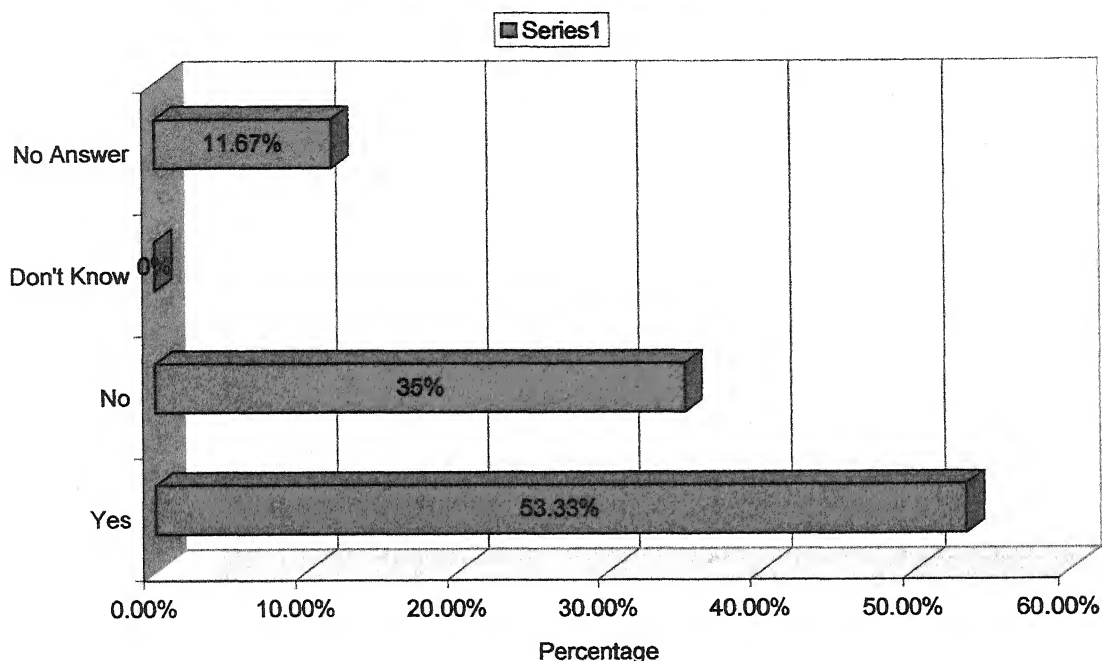
The response from women respondent about the "Management or Leadership training" in the hotel was satisfactory. Ninety six out of one hundred eighthly (96/180), i.e. 53.33% women respondent answered that they are participated or benefited through the "Management or Leadership training" in their workplace. While, the number of negatives responses were also very much, sixty three out of one hundred eighty (63/180) women respondents (105/180), i.e. 35% says that they never participated or befitted from such types of programs, 21 women have not given any response.

Table No.:17

S.No.	Category	Responses	Percentage (%)
1.	Yes	96	53.33
2.	No	63	35
3.	Don't Know	0	0
4.	No Answer	21	11.67
Total		180	100

Figure No.21

Have you participated in or benefited from "Management or Leadership Training" at any time in your career with the hotel?



The result shows the little initiative on "Career Counseling" taken in the hospitality industry for women employees at executive level or in management. But this also indicates the prospect of the "Career Counseling" in the hospitality industry for women have bright scope in near future.

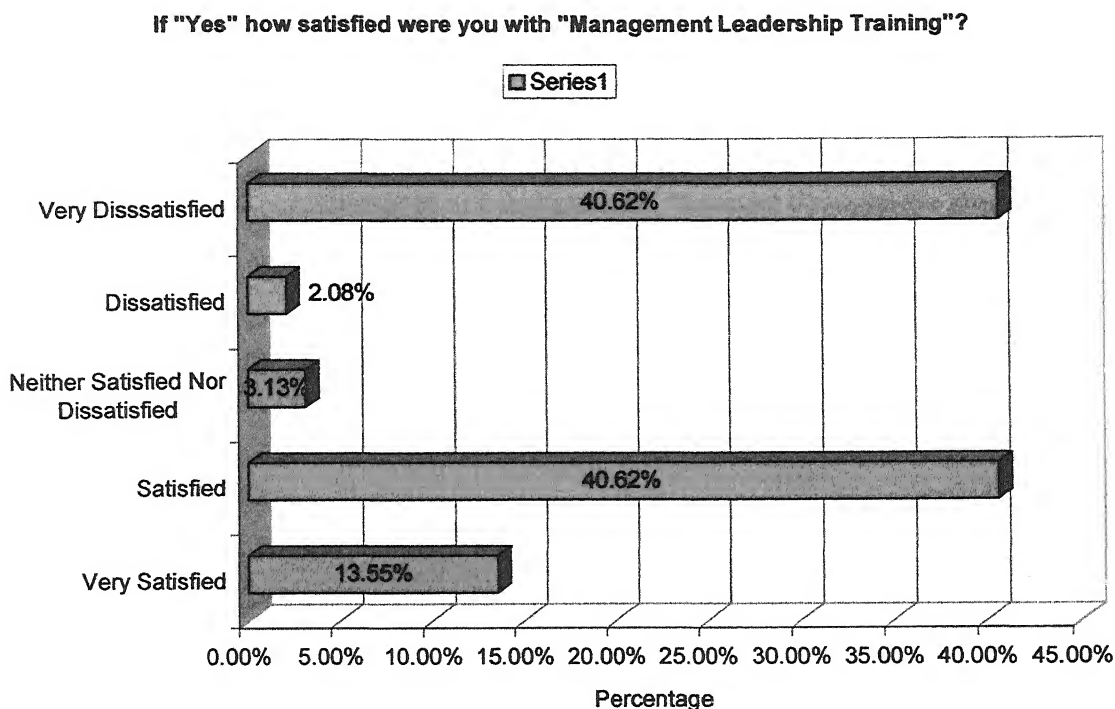
If "Yes" how satisfied were you with "Management or Leadership training"?

The responses based on their satisfaction on "Management or Leadership training" in the hospitality industries from the women executives are satisfactory up to sufficient level. Out

Table No. 18

S.No.	Category	Responses	Percentage %)
1.	Very satisfied	13	13.55
2.	Satisfied	39	40.62
3.	Neither Satisfied nor dissatisfied	3	3.13
4.	Dissatisfied	2	2.08
5.	Very Dissatisfied	39	40.62
	Total	96	100

Figure No. 22



of 96 women respondents, thirteen (13) women said they are fully satisfied with "Management or Leadership training" and 39 women executives said they are satisfied with the "Management or Leadership training" in my the hotel. Although 25 women answered that they are very dissatisfied with the "Management or Leadership training" under their workplace. The other two women respondent also answered negatively, while 3 have no any clear answer.

Have you participated in or benefited from "Support group(s) for women" at any time in your career with the hotel?

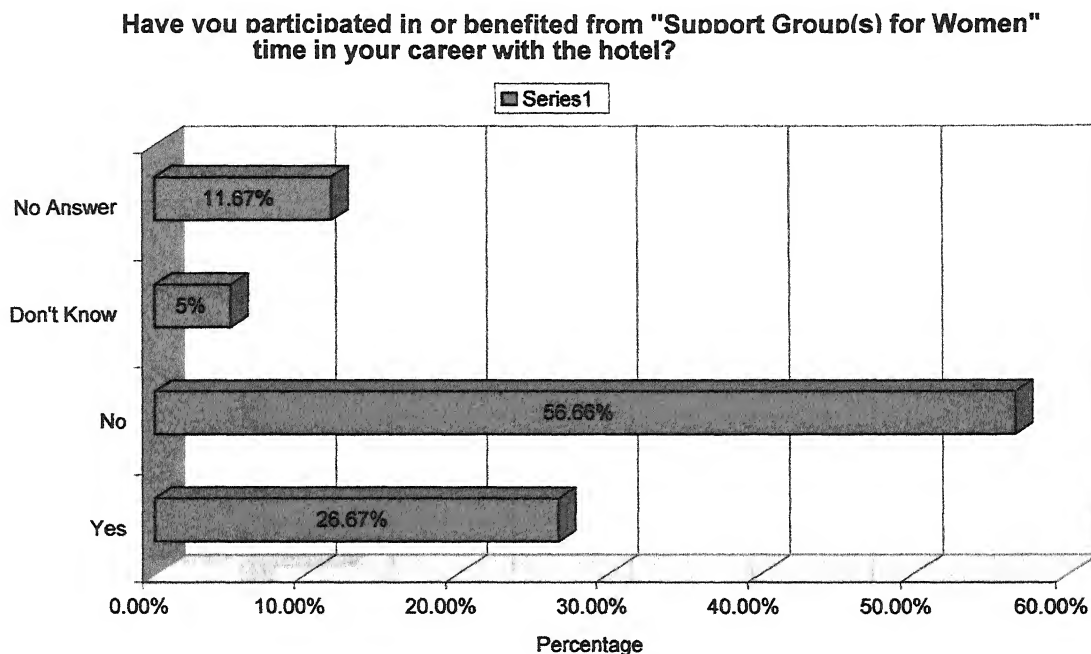
The response form women respondent about the "Support group(s) for women" in the hotel

Table No.19

S.No.	Category	Responses	Percentage (%)
1.	Yes	48	26.67
2.	No	102	56.66
3.	Don't Know	9	5
4.	No Answer	21	11.67
Total		180	100

was satisfactory at some level. Forty eight of or one hundred eighthly (48/180), i.e. 26.67% women respondent answered that they are participated or benefited through the “Support group(s) for women” in their workplace.

Figure No.:23



While, the number of negatives responses were also very much, One hundred two out of one hundred eighty women respondents (102/180), i.e. 56.66% says that they never participated or befitted from such types of programs, 21 (11.67%) women have not given any response. And only 9 (5%) women say that they do not know about such type of program in their work place.

The result shows the little initiative on “Support group(s) for women” taken in the hospitality industry for women employees at executive level or in management. But this also indicates the prospect of the “Support group(s) for women” in the hospitality industry for women have bright scope in near future.

If “Yes” how satisfied were you with “Support group(s) for women”?

The responses based on their satisfaction on “Support group(s) for women” in the hospitality industries from the women executives are not satisfactory up to level. Out of 48

Figure No.:24

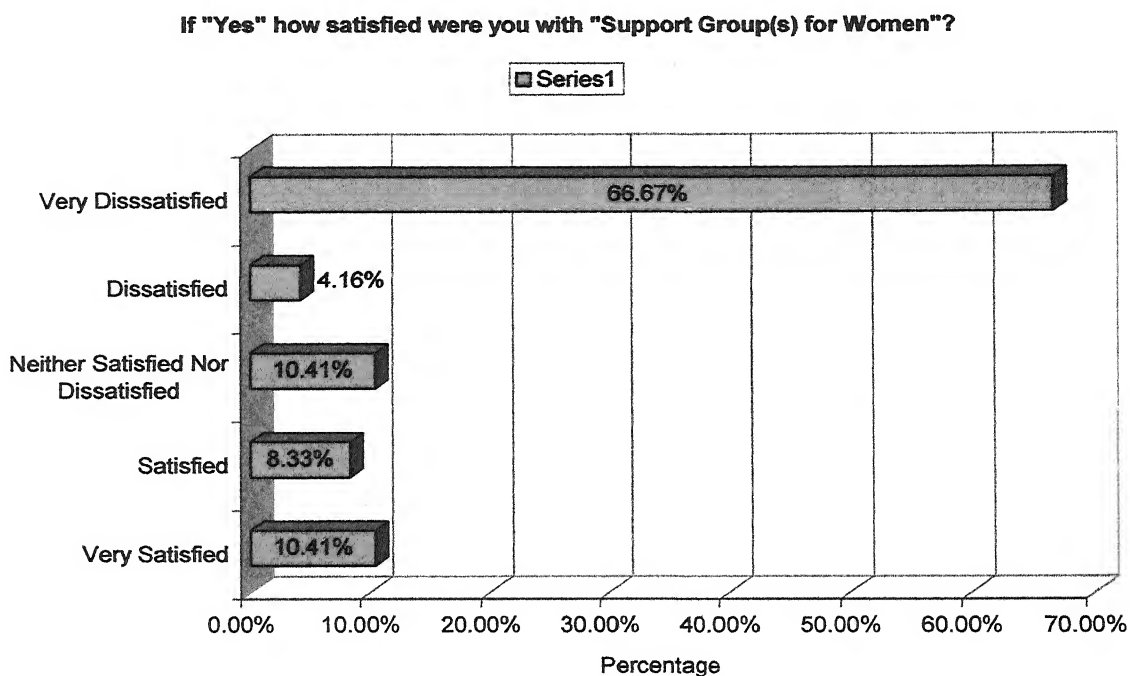


Table No.:20

S.No.	Category	Responses	Percentage (%)
1.	Very satisfied	5	10.41
2.	Satisfied	4	8.33
3.	Neither Satisfied nor dissatisfied	5	10.41
4.	Dissatisfied	2	4.16
5.	Very Dissatisfied	32	66.67
	Total	48	100

women respondents only 5 women said they are fully satisfied with “Support group(s) for women” and only 4 women executives said they are satisfied with the mentoring program

in the hotel. And 32 out of 48 women executives answered that they are very dissatisfied with the "Support group(s) for women" under their workplace. The other two women respondent also answered negatively, while 5 have no any clear answer.

Have you participated in or benefited from "Conference or forum to encourage advancement for women" at any time in your career with the hotel?

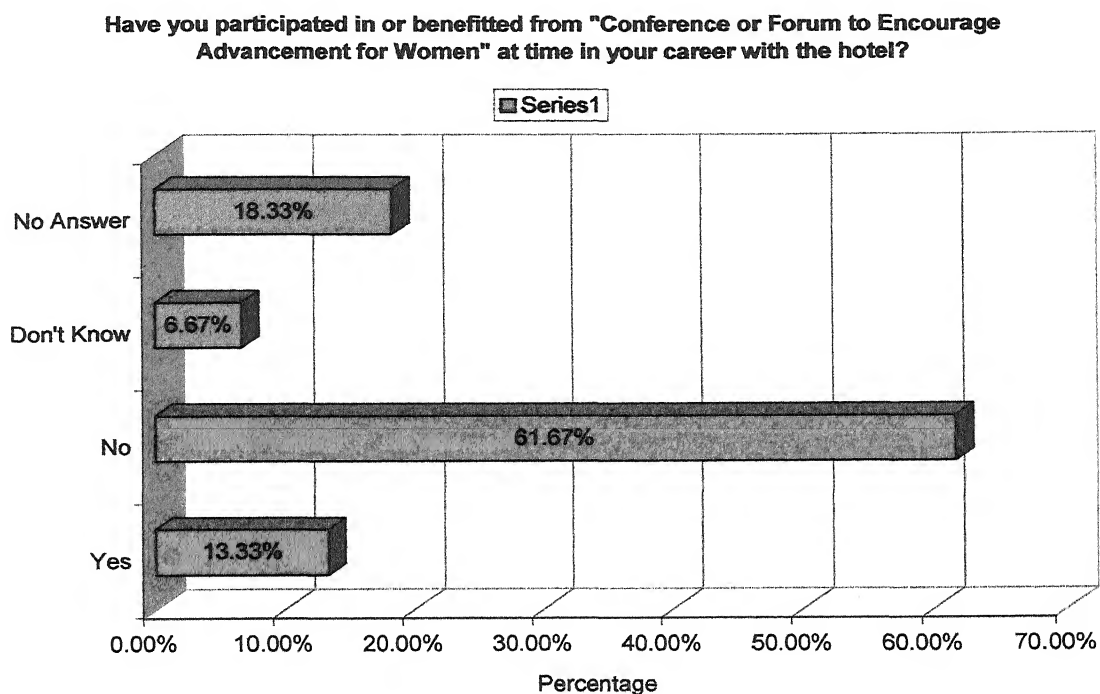
The response form women respondent about the "Conference or forum to encourage advancement for women" in the hotel was not satisfactory. There are only 24 out of 180 (24/180), i.e. only 13.33% women respondent answered that they have participated or benefited through the "Conference or forum to encourage advancement for women" in the workplace or outside the premise. While, the numbers of negatives responses were very much, One hundred eleven out of one hundred eighty women respondents (111/180), i.e. 61.67% say that they never participated or benefited from such types of programs.

Table No.:21

S.No.	Category	Responses	Percentage (%)
1.	Yes	24	13.33
2.	No	111	61.67
3.	Don't Know	12	6.67
4.	No Answer	33	18.33
Total		180	100

Thirty three (18.33%) women have not given any response. And 12 (5%) women say that they do not know about such type of program in their work place.

Figure No.: 25



The result shows the negative mentality of the industry on "Conference or forum to encourage advancement for women" have taken for the women employees working in management.

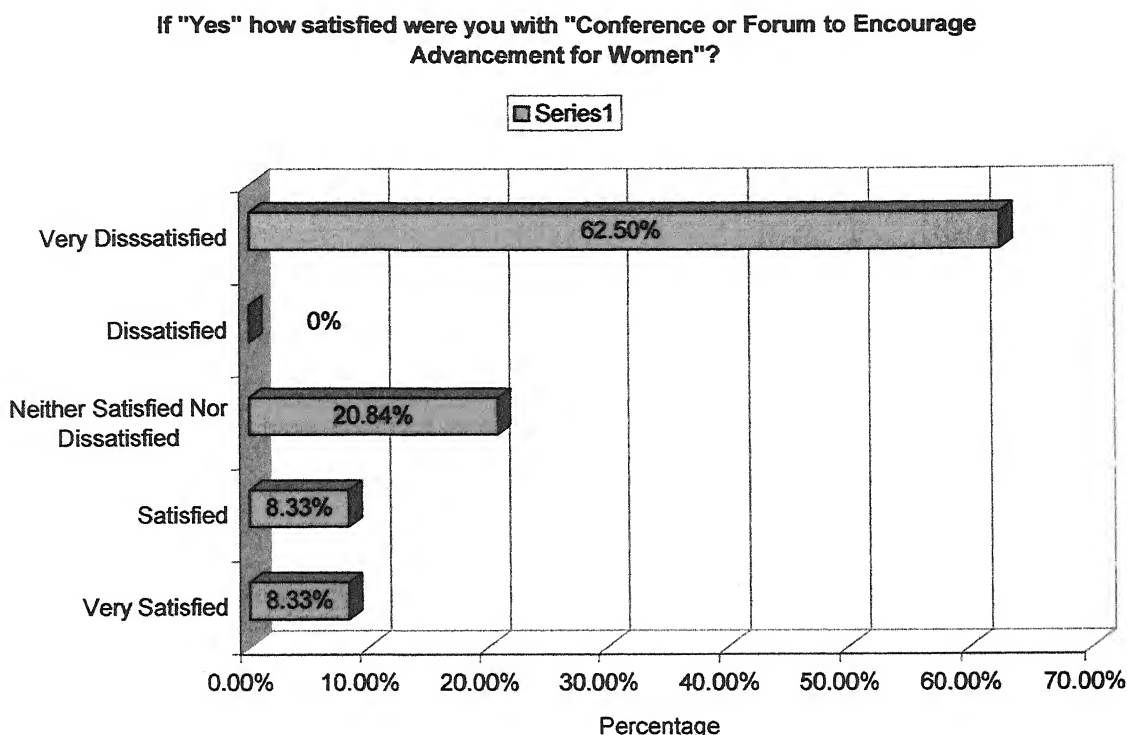
If "Yes" how satisfied were you with "Conference or forum to encourage advancement for women"?

The responses based on the satisfaction on "Conference or forum to encourage advancement for women" in the hospitality industries, from the women executives were

Table No.:22

S.No.	Category	Responses	Percentage (%)
1.	Very satisfied	2	8.33
2.	Satisfied	2	8.33
3.	Neither Satisfied nor dissatisfied	5	20.84
4.	Dissatisfied	0	0
5.	Very Dissatisfied	15	62.5
	Total	24	100

Figure No.:26



negative i.e. a little satisfactory. Because only 24 answered "Yes" I have join any such type of conference or forum for the advancement of the women. Out of 24 women respondents only 2 women said they are fully satisfied with "Career Counseling" and again only 2 women executives said they are satisfied with the mentoring program in the hotel. And 15 women answered that they are very dissatisfied with the "Career Counseling" under the current situation at workplace. While 3 have no any clear answer.

How would you assess the opportunities for women advancement to senior leadership positions in corporate management today as compared to 5 years ago?

This question is quiet significant up to some level to assess the current position of the women in corporate management. The outcomes from the women executives working in 5-star hotels in Delhi and National capital regions (NCRs) of India in the form of filled questionnaire are very astonishing.

Table No.23

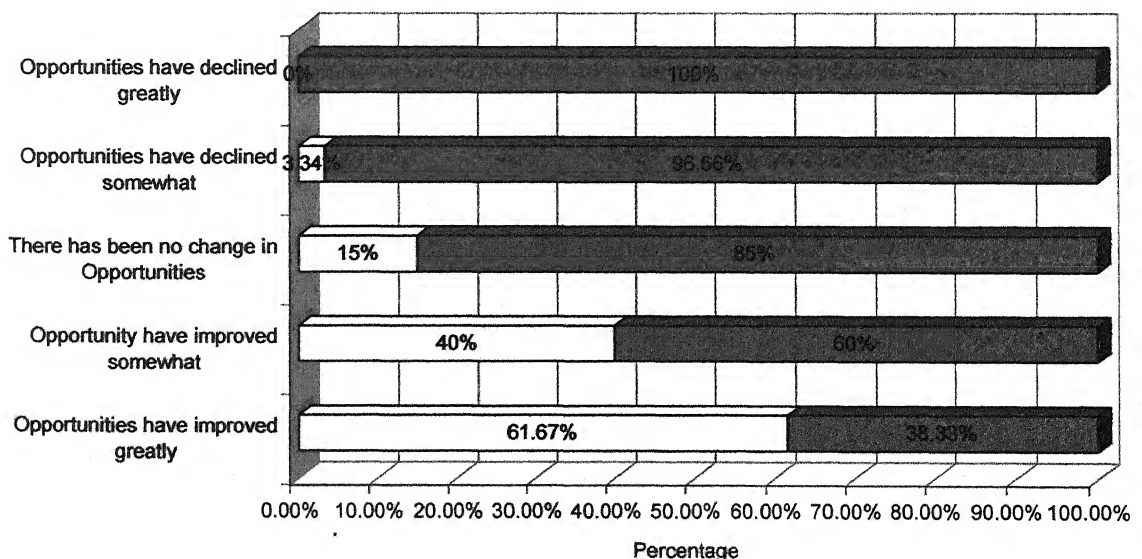
S.No.	Category	Yes	% Yes	No	%No	Total Response
1.	Opportunities have improved greatly	111	61.67	69	38.33	180
2.	Opportunity have improved somewhat	72	40	108	60	180
3.	There has been no change in Opportunities	27	15	153	85	180
4.	Opportunities have declined somewhat	6	3.34	174	96.67	180
5.	Opportunities have declined greatly	0	0	180	100	180

On the question that “Opportunity have improved greatly” 111 out of 180 (111/180) i.e. (62%) women respondents accepts that it is true that opportunity have improved greatly for women advancement to senior leadership positions in the corporate management today as compared to 5 years ago, and 69 out of 180 (69/180) i.e. (38%) didn’t accept that it is true the opportunities have improved greatly as said above.

Figure No.:27

How would you assess the opportunities for women advancement to senior leadership positions in corporate management today as compared to 5 years ago?

□ %Yes ■ %No



Secondly, on the question that “Opportunity have improved somewhat” 27 out of 180 (27/180) i.e. (15%) women respondents accepts that opportunity have improved for women advancement to senior leadership positions in the corporate management today as compare to 5 years ago, and 108 out of 180 (108/180) i.e. (60%) didn’t accept that it is true the opportunities have improved greatly as said above.

Thirdly on the question that “There has been no change in Opportunities” 72 out of 180 (72/180) i.e. (40%) women respondents accepts that there has been no change in opportunities for women advancement to senior leadership positions in the corporate management today as compare to 5 years ago, and 153 out of 180 (153/180) i.e. (85%) didn’t accept that it is true that there has been no change in Opportunities.

Fourthly on the question that “Opportunities have declined somewhat” 6 out of 180 (6/180) i.e. (3.34%) women respondents accepts that the opportunities have declined somewhat for women advancement to senior leadership positions in the corporate management today as compare to 5 years ago, and 174 out of 180 (174/180) i.e. (96.67%) didn’t accept that it is true that the opportunities have declined somewhat.

Lastly, on the question that “Opportunities have declined greatly” no single women respondents accepts that the opportunities have declined greatly for women advancement to senior leadership positions in the corporate management today as compare to 5 years ago.

On summering the above whole analysis it has been found that no single women is ready to accept that ‘the opportunity for women advancement to senior leadership positions in corporate management today is same as or declined’ as compared to 5 years ago.

Table No. 24 a.

Women Executives in Advancement Opportunity Program
Responses in Values: 180 women

S.No.	Question asked	Response				
		(1)	(2)	(3)	(4)	(5)
1.	How satisfied are you with your advancement to this date in this hotel?	60	78	30	6	6
2.	How satisfied are you with your opportunity to move to better job in this organization?	27	96	39	15	3
3.	How satisfied are you with your training and development to date in the hotel?	27	108	18	24	3
4.	How satisfied are you with your opportunity for new training & development in this company/hotel. ?	39	81	36	9	15
5	How satisfied are you with the help you receive from your immediate manager or supervisor to advance in this hotel?	39	90	27	21	3
6.	How satisfied are you with your opportunities for better compensation in this hotel?	24	96	36	21	3
7.	How satisfied are you with your compensation considering your duties and responsibilities?	21	90	36	27	6
8.	How satisfied are you with your compensation compared to the same job in another company?	12	90	36	30	12

Table No. 24b.

Women Executives in Advancement Opportunity Program**Responses in Percentage: 180 women**

S.No.	Question asked	Response in Percentage				
		%(1)	%(2)	%(3)	%(4)	%(5)
1.	How satisfied are you with your advancement to this date in this hotel?	33.33	43.33	16.67	3.33	3.33
2.	How satisfied are you with your opportunity to move in to better job in this organization?	15	53.33	21.67	8.33	1.67
3.	How satisfied are you with your training and development to date in the hotel?	15	60	10	13.33	1.67
4.	How satisfied are you with your opportunity for new training & development in this company/hotel. ?	21.67	45	20	5	8.33
5	How satisfied are you with the help you receive from your immediate manager or supervisor to advance in this hotel?	21.67	50	15	11.67	1.67
6.	How satisfied are you with your opportunities for better compensation in this hotel?	13.33	53.33	20	11.67	1.67
7.	How satisfied are you with your compensation considering your duties and responsibilities?	11.67	50	20	15	3.33
8.	How satisfied are you with your compensation compared to the same job in another company?	6.67	50	20	16.67	6.67

Now, if we analyze the above questions of advancement opportunity program answered by women executive during the survey in hotels, given in the table, we get the following outputs.

1. The responses from 180 women respondents on the question that “How satisfied are you with your advancement to this date in this hotel?”, the results were favorable, because 43.33% women respondents said that they are satisfied with their advancement with the hotel, and 33.33% answered that they are fully satisfied with their advancement in the hotel. 3.33% women answered that they do not satisfied with their advancement with the hotel, while 3.33% women were very dissatisfied with their advancement with the hotel. The remaining 16.67% have not given any answer i.e. nor satisfied nor dissatisfied.

This shows that the percentage of women’s who were satisfied with advancement to the hotel was 76.67% and women executive who answered that it have moderate impact, were 16.67%. It means mostly women executives were satisfied with their advancement with the hotel.

2. The responses from 180 women respondents on the question that “How satisfied are you with your opportunity to move in to better job in this organization?”, the results were also favorable, because 53.33% women respondents said that they are satisfied with the opportunity to move in to better job in this organization, and 15% answered that they are fully satisfied with the opportunity to move in to better job in this organization. 8.33% women answered that they do not satisfied with the opportunity to move in to better job in this organization, while 1.67% women were very dissatisfied with the opportunity to move in to better job in this organization. The remaining 21.67% answered that they were neither satisfied nor dissatisfied.

This shows that the percentage of women’s who were satisfied with advancement to the hotel was 68.33% and women executive who answered that it have moderate impact, were 21.67%. It means mostly women executives were satisfied with the opportunity to move in to better job in this organization.

3. Although, I have explained this question in chapter -5 but for due to requirement of the chapter also explaining here. These responses from 180 women respondents on the question that they are satisfied with the training & development in their work place, the result was favorable, because 60% women said that they are satisfied with the training &

development program and 15% answered that they are fully satisfied with their hotel. The 13.33% women answered that they do not satisfied the training & development procedures to the date in the hotel, while approximately 2% women was very dissatisfied with this program. The remaining 10% have not given any notable answer, this was neutral i.e. nor positive nor negative.

This shows that the percentage of women's who were satisfied with the training & development in the hotel were 75% and women executive who answered that it have moderate impact, were 10%. It means mostly women executives were satisfied with the training & development in their work place/hotel.

4. Same as above, I have explained this question in chapter -5 but for due to requirement of the chapter also explained here. The responses from women respondents on the question that, "Are they satisfied with the opportunity for new training & development in their work place", the result was favorable same as above, because 45% women Said that they are satisfied with the opportunity for new training & development program and 21.67% answered that they are fully satisfied with their hotel. The 5% women answered that they do not satisfied the training & development procedures and policy of the hotel, while 8% women was very dissatisfied with the new training & development program in their hotel. The remaining 20% have not given any cognizable answer, i.e. they were silence on this question. This indicated that they were not in mood of doing any comment at this question.

This shows that the percentage of women's who were satisfied with the opportunity for new training & development in their hotel were 66.67% and women executive who answered that it have moderate impact, were 20%. It means mostly women executives were satisfied with the opportunity for new training & development in the hotel.

5. The responses from 180 women respondents on the question that "How satisfied are you with the help you receive from your immediate manager or supervisor to advance in this hotel?", the results were favorable, because 50% women respondents said that they were satisfied with the help receive from their immediate manager or supervisor to advance in the hotel , and 21.67% answered that they are fully satisfied with the help receive from

their immediate manager or supervisor to advance in the hotel. 11.67% women answered that they do not satisfied with the help receive from their immediate manager or supervisor to advance in the hotel , while 1.67% women were very dissatisfied with the help receive from their immediate manager or supervisor to advance in the hotel. The remaining 15% answered that they were neither satisfied nor dissatisfied.

This shows that the percentage of women's who were satisfied with the help receive from immediate manager or supervisor to advance in the hotel, were 71.67% and women executive who answered that it have moderate impact, were 15%. It means mostly women executives were satisfied with the help receive from their immediate manager or supervisor to advance in the hotel.

6. The responses from 180 women respondents on the question that "How satisfied are you with your opportunities for better compensation in this hotel?", the results were favorable, because 53.33% women respondents said that they were satisfied with opportunities for better compensation in the hotel, and 13.33% answered that they are fully satisfied with opportunities for better compensation in the hotel. 11.67% women answered that they do not satisfied with the opportunities for better compensation in the hotel, while 1.67% women were very dissatisfied with opportunities for better compensation in the hotel. The remaining 20% answered that they were neither satisfied nor dissatisfied.

This shows that the percentage of women's who were satisfied with the opportunities for better compensation in the hotel were 66.67% and women executive who answered that it have moderate impact, were 20%. It means mostly women executives were satisfied with the opportunities for better compensation in the hotel.

7. The responses from 180 women respondents on the question that "How satisfied are you with your compensation considering your duties and responsibilities?", the results were favorable, because 53% women respondents said that they were satisfied with the compensation considering duties and responsibilities, and 13.33% answered that they are fully satisfied with the compensation considering duties and responsibilities in the hotel. 15% women answered that they do not satisfied with the compensation considering duties

and responsibilities in the hotel, while 3.33% women were very dissatisfied with the compensation considering duties and responsibilities in the hotel. The remaining 20% answered that they were neither satisfied nor dissatisfied.

The shows that the percentage of women's who were satisfied with the compensation considering duties and responsibilities in the hotel were 61.67% and women executive who answered that it have moderate impact, were 20%. It means mostly women executives were satisfied with the compensation considering duties and responsibilities in the hotel.

8. The responses from 180 women respondents on the question that "How satisfied are you with your compensation compared to the same job in another company?", the results also were favorable, because 50% women respondents said that they were satisfied with the compensation received in the hotel compared to same job in another company /hotel., and 13.33% answered that they are fully satisfied with the compensation compared to same job in another company/ hotel. 16.67% women answered that they do not satisfied with the compensation compared to the same job in another company /hotel, while 3.33% women were very dissatisfied with the compensation compared to the same job in another hotel/company. The remaining 20% answered that they were neither satisfied nor dissatisfied.

The shows that the percentage of women's who were satisfied with the compensation received compared to the same job in another hotel were 56.67% and women executive who answered that it have moderate impact, were 20%. It means majority of women executives were satisfied with the compensation compared to same job in another hotel.

HYPOTHESIS: CHI-SQUARE (X^2) TESTING

Hypothesis: That there is no association between the women who are 'Graduate' and 'Post Graduate' academically have also 'Graduate' or 'Post Graduate' professionally i.e. the women have their qualification in 'Hotel Management' or 'Business Administration'.

Table No. 25 **Education of Hospitality Women**

Education of Women	Graduate	Post Graduate	Total
Academic Qualified Women	138* (128.67) [#]	42 (51.33)	180
Professionally Qualified Women	50 (59.33)	33 (23.67)	83
Total	188	75	263

'*' shows observed frequency,

'#' shows expected frequency

Level of Significance = .05 (5%)

$X^2 = 7.5172$: Since the calculated value $7.5172 <$ the table value of Chi-square (X^2) at 5 degree of freedom = 7.815, so the above hypothesis/null hypothesis is accepted. **It means there is no association between the women who are 'Graduate' and 'Post Graduate' academically have also 'Graduate' or 'Post Graduate' professionally (i.e. the women have their qualification in 'Hotel Management' or 'Business Administration) in hospitality industry.**

Note: It is again to be noted here that in above table the value without bracket shows the observed frequency and the value given in bracket shows the expected frequency. The data in the above table shows the responses given by 180 women executive in hotels.

Hypothesis: That there is no association between ' the women who have participated or benefited from Mentoring Program', 'the women who have participated or benefited from 'Career Counseling Program' and 'the women who have participated or benefited form 'Leadership Program.'

Table No. 26: Relation among women participation in Mentoring Program, Career Counseling Program and Leadership Program

Personal Strategies in Career Advancement	Yes	No	Don't Know	Total
The women who have participated or benefited from Mentoring Program'	90 (82.6)	75 (86.89)	12 (7.51)	177
The women who have participated or benefited from 'Career Counseling Program'	45 (74.2)	105 (78.05)	9 (6.75)	159
The women who have participated or benefited form 'Leadership Program.'	96 (74.2)	63 (78.05)	0 (6.75)	159
Total	231	243	21	336

Level of Significance =.05 (5%)

$X^2 = 42.3767$: Since the calculated value $42.3767 >$ the table value of Chi-square (X^2) at 8 degree of freedom= 15.507, so the above hypothesis/null hypothesis is rejected. It means there is very close association between 'the women who have participated or benefited from Mentoring Program', 'the women who have participated or benefited from 'Career Counseling Program' and 'the women who have participated or benefited form 'Leadership Program.'

Hypothesis: That there is no association between 'the women who have participated or benefited from Support Group(s) for Women,' 'the women who have participated or benefited form 'Conference or forum to encourage advancement for women.' and 'the women who have participated or benefited from 'Career Counseling Program'

Table No.27: Relation among women participation in Support Group, Conferences or forum and Career Counseling Program

Personal Strategies in Career Advancement	Yes	No	Don't Know	Total
The women who have participated or benefited form 'Support Group(s) for women'	48 (40)	102 (108.74)	9 (10.26)	159
The women who have participated or benefited from 'Conference or forum to encourage advancement for women'	24 (36.98)	111 (100.52)	12 (9.48)	147
The women who have participated or benefited from 'Career Counseling Program'	45 (40)	105 (108.74)	9 (10.26)	159
Total	117	318	30	465

Level of Significance =.05 (5%)

$X^2 = 9.3993$: Since the calculated value $9.3993 <$ the table value of Chi-square (X^2) at 8 degree of freedom= 15.507, so the above hypothesis/null hypothesis is accepted. **There is no association between ‘the women who have participated or benefited from Support Group(s) for Women,’ ‘the women who have participated or benefited form ‘Conference or forum to encourage advancement for women.’ and ‘the women who have participated or benefited from ‘Career Counseling Program’ in hotels.**

Hypothesis: That There is no association between ‘the women who have participated or benefited from Support Group(s) for Women,’ and ‘the women who have participated or benefited form ‘Conference or forum to encourage advancement for women.’

Table No. 28: Relation between Participation in Support Group and Conference or forum to encourage advancement for women’

Personal Strategies in Career Advancement	Yes	No	Don’t Know	Total
The women who have participated or benefited form ‘Support Group(s) for women’	48 (37.41)	102 (110.68)	9 (10.91)	159
The women who have participated or benefited from ‘Conference or forum to encourage advancement for women’	24 (34.59)	111 (102.32)	12 (10.09)	147
Total	72	213	21	306

Level of Significance =.05 (5%)

$X^2 = 8.353$: Since the calculated value $9.3993 <$ the table value of Chi-square (X^2) at 8 degree of freedom= 11.070, so the above hypothesis/null hypothesis is accepted. **There is no association between ‘the women who have participated or benefited from Support Group(s) for Women,’ and ‘the women who have participated or benefited form ‘Conference or forum to encourage advancement for women’ in Five-Star hotels.**

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CHAPTER -7

WOMEN IN CORPORATE MANAGEMENT: BALANCING PERSONAL AND CAREER LIFE

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WOMEN IN CORPORATE MANAGEMENT: BALANCING PERSONAL AND CAREER LIFE

INTRODUCTION

Women continue to done their roles primarily within the family in India. Through the women have now started working outside, it's more for maintaining a certain lifestyle than because of the certain lifestyles than because of the desire to have a career. The last millennium has seen the women evolve as a daughter, a mother, a wife and so on. But due to globalization and global opportunities, there has been a paradigm shift in the various roles of the women. In the Indian context, women's participation in the management field has increased substantially in recent years. This confers recognition of competence of this previously neglected segment of workforce and makes the "women in management" issue popular topic for discussion. But major question arises: Is the segment still vulnerable niche with different sets of expectations, competencies and images? Does the issue need to be addressed separately? To delve in to the present status of Indian women in management, we need to peep into their mindset and evaluate them.

Since time immemorial, women in India have been managing not only the household but also many aspects of agricultural work such as milking, butter making and even helping the men cultivation. Women have also been found running businesses such as lodging houses and shops, often with their husbands, but also alone, when single or widowed. In recent times, women are holding many kinds of managerial jobs in almost all nations of the world, including India, and there has been a substantial increase in the number of women managers in all types of industrial profession.

During pre-industrial economy of any nation, women tended to live in family units with their husbands or fathers, and work, for generations of women were "one indivisible whole of husband home and family". The importance of family is reflected in conventions surrounding marriage and in the legal frame work of time. Family relationships were determined by law or by informal local conventions. The law determined that on marriage a women and her husband became one person. He became her guardian and had custody of

any children of the marriage. The whole family was expected to work, including the children, whose childhood lasted only as long as they were unable to contribute to the family income. In addition to working each day, women were also responsible for household duties; they tended their children washed, baked, cleaned and sewed, healed the sick, sat by the dying and laid out the dead. However, women were not a homogeneous group. Their lives and work varied, depending on, for example, their class, age, region, whether they lived in rural or urban areas, or had children of their own. Amongst them women were managed business and people. Upper class women would not have worked, but would have managed their households on a daily basis. However, for almost all other women, there is not a question of them not contributing to the family income? In rural areas, the wives of tenants' farmers would have assisted their husbands in the running of the farms and might also have run business of their own, while the wives of farm laborers would have assisted their husbands in the fields. Albeit in occupationally segregated roles, perhaps supplementing their income through domestic industry either of their own, or waged. In urban areas, married women often worked in their husbands businesses (Kumar Pradeep Ray, 2005).

It is interesting to note that while women participated in economic life and even ran businesses on their own economic life and even ran business on their own or with their male relatives, they were largely excluded from civic and political life, in contrast to medieval times. In addition to work, which was occupationally segregated, women had full responsibility for running the home and were subjugated to men by law. Women had been involved in business for generations, as part of the family economy, often running these businesses in the absence of male relatives.

The desire for women to establish their identity resulted in the separation of home and work for them. This was to have a profound influence on "women in management". These bring an emphasis on appropriate female behavior, sustainable occupations and a view that women should be economically dependent on their male relative.

After 1960s, major changes have taken place in the work of women as well as in the status of working women all over the world, including India. The two most important changes

are increased participation of married women and women with young children. These changes have been due to the abolition of the marriage bar in several jobs, and provision of right to maternity leave and return to work after her pregnancy. Despite these changes, some aspects of women's employment have not changed. If we leave some exceptional women's, others are continued paid less than man. Women's work also remains occupationally segregated with majority of women employed in only limited occupations, these are secretarial practice, clerical, personnel and protective services and sales. Women's participation in higher and professional education has, however significantly, increased during this period. Today's women are going in large numbers in all fields such as science, engineering, Management, almost all universities in India. But still, women's account for very less of the total student ratio.

Over the long period, men and women's work traditionally concerned with activities to do with the survival of human life. While men has been concerned with providing in order to sustain it. Women's role, therefore, include bearing children, feeding them and other members of the family clothing and arranging the means of livelihood. When occupational segregation is examined over the last few centuries, it is clear that large numbers of women have been and still can be found in occupations that are in line with the culturally prescribed roles as mentioned. It is, therefore, not surprising that women's participation and role in organizational management is also culturally determined.

As has been observed, whenever, a major change has occurred; the underlying institutional discrimination within society ensures that old patterns of occupational segregation have been replaced by new one. Of course, there are areas of women's lives that have changed, including education, which is a key to their participation in the labors market, particularly as managers. it is clear that, in multitude of ways, they have challenged the limits on their limits on their lives prescribed by the society, although they have not always succeeded. However, while women, legally, are no longer second class citizens, their lives remain culturally constrained. For example even through women managers no longer have to resign from work on marriage or motherhood, it is clearly difficult for them to maintain a career, marriage, and family simultaneously.

This study is based on 180 women working as Executives in Hospitality Industry with special reference to 5 star hotels. It is to be noted here, that we have also considered 4 star and 3 star hotels to take suitable number of responses.

Marital Status

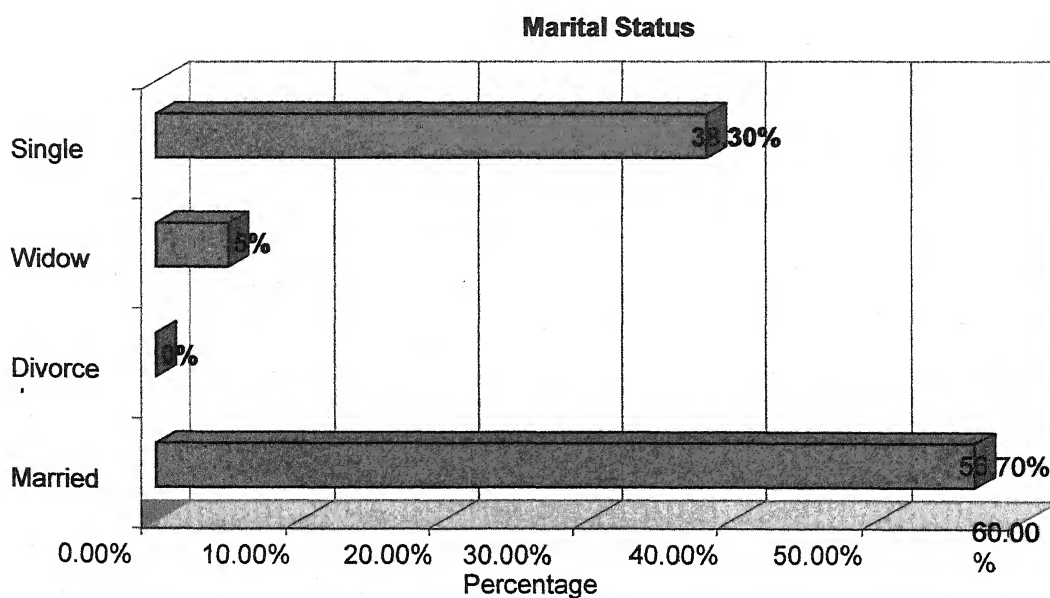
It is evident from the marital status of the women respondent, that mostly women working at executive level are married; the number was 102 out of 180 women i.e. 56.7% of the total women respondents. And 69 out of 180 i.e. 38.3% women respondents were unmarried.

Table No. 29

Marital Status

S. No.	Types of Women	Respective Reponses	Percentage
1	Married	102	56.7%
2	Divorced	0	0%
3	Widowed	9	5%
4	Single	69	38.3%
Total		180	100%

Figure No. 28



There are some 9 women respondents out of 180 total surveyed women's i.e. 5% were widowed, and it is to be noted here, that I have not found any women respondent working at executive level from the widow category.

This means there are wide scope of job for married women's beside the single one in the service sector. They can do the job in better way after balancing the family life.

Child Status

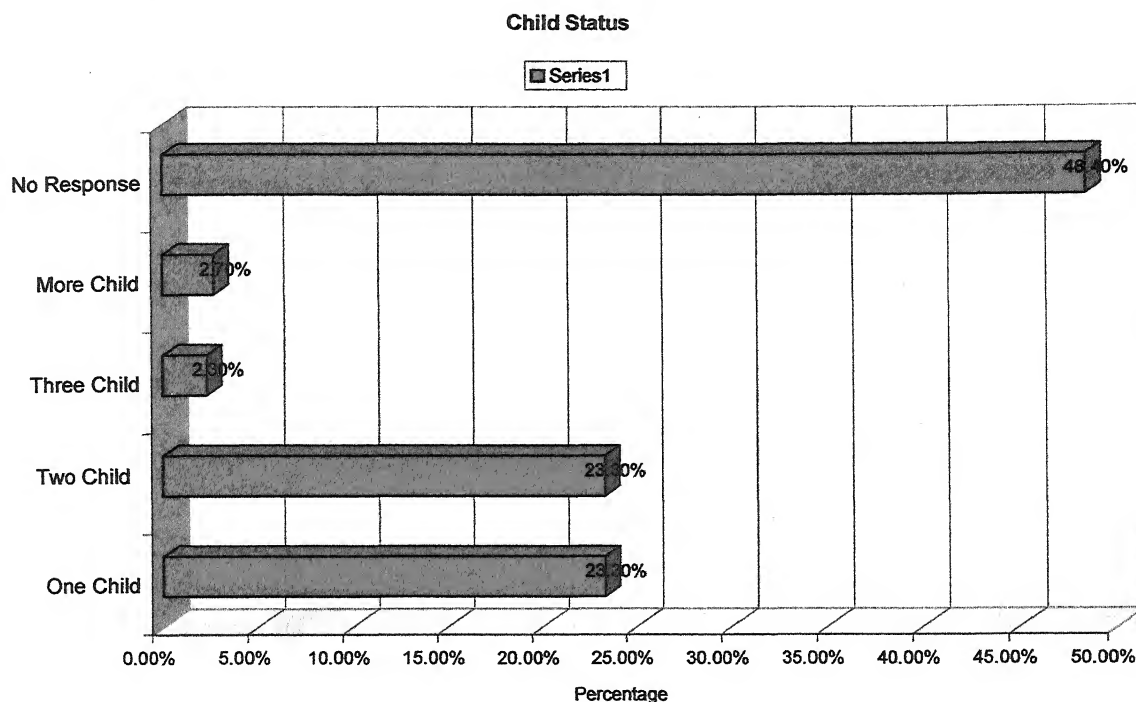
The result here is also notable here, that the number of women's respondent were equal, who have one or two child, this number was 42 i.e. 23.3% of each from total. And the women executives who have three or more children were very less. Only 4 women out of 93 accept that they have three children, and only 5 women out of 93 have accepted that they have more than three children. Eighty seven (87) out of 180 total respondents have not given any answer; these women respondent were either unmarried or widowed. It is suitable to say that mostly, out of these 87 seven respondent who have not given any response were unmarried.

Table No.30

Child Status of Women Executives

S. No.	Category	No. of Children	Percentage
1	One Child	42	23.3%
2	Two Child	42	23.3%
3	Three Child	4	2.3%
4	More Child	5	2.7%
5	No Response	87	48.4%
Total		180	100%

Figure No. 29



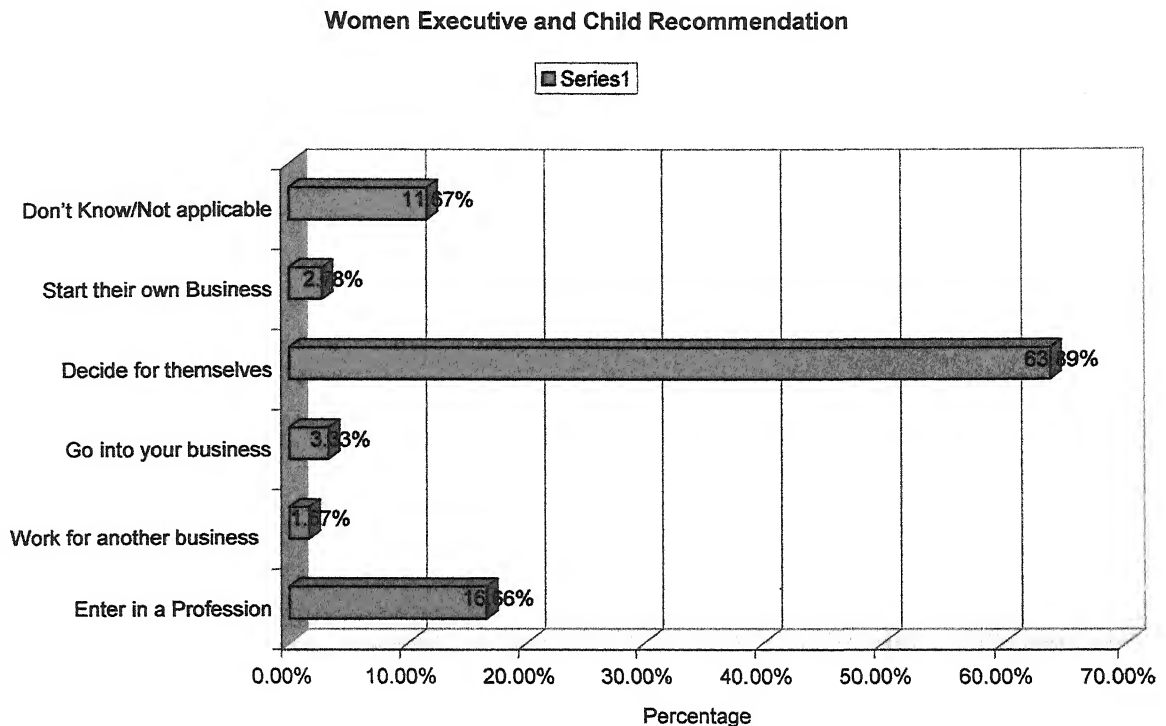
Would you recommend your children to?

The responses of this question are also very interesting. 115 women respondents out of 180 total women surveyed i.e. 67% have answered that they have decide themselves about their

Table No. 31 Women Executive and Child Recommendation

S. No.	Category	Responses	Percentage
1	Enter in a Profession	30	16.66%
2	Work for another business	3	1.67%
3	Go into your business	6	3.33%
4	Decide for themselves	115	63.89%
5	Start their own Business	5	2.78%
6	Don't Know/Not applicable	21	11.67%
Total		180	100%

Figure No. 30

Would you recommend your Children to?

Career that what they like to do in future, will depend on their choice, they would not want to interfere regarding this matter. 30 out of 180 i.e. 16.66% said that they would like their children to enter in a profession. Only 6 out of 180 women said that they would like their children to go into your own business. And 5 out of 180 (2.78%) women executives said that they want to their children to start their own business i.e. to become an entrepreneur. Only 3 women (i.e. 1.67%) have said that they want their children to work for another business.

This is evident from the above data that mostly women don't press their children to decide their future according to their parents, but they believe in deciding to themselves as they have capacity to do, while 21 out of 180 women didn't answer.

Balancing work and family life

Married women have given their responses on balancing career with home life. They are able to balance their activities through regulated work schedules. Career growth is not

given Priority. Hobbies and subjects of interest are not given any attention. Women take leave from work to spend time with children when they need them from their school or other activities. They spend their time after office hours completely with the family and compromise on social life and public relations at work. The compromise situation leads to stress, exhaustion and guilt complex of women. Young unmarried women or those who do not have children are able to combine career and home, as they do not have any responsibilities.

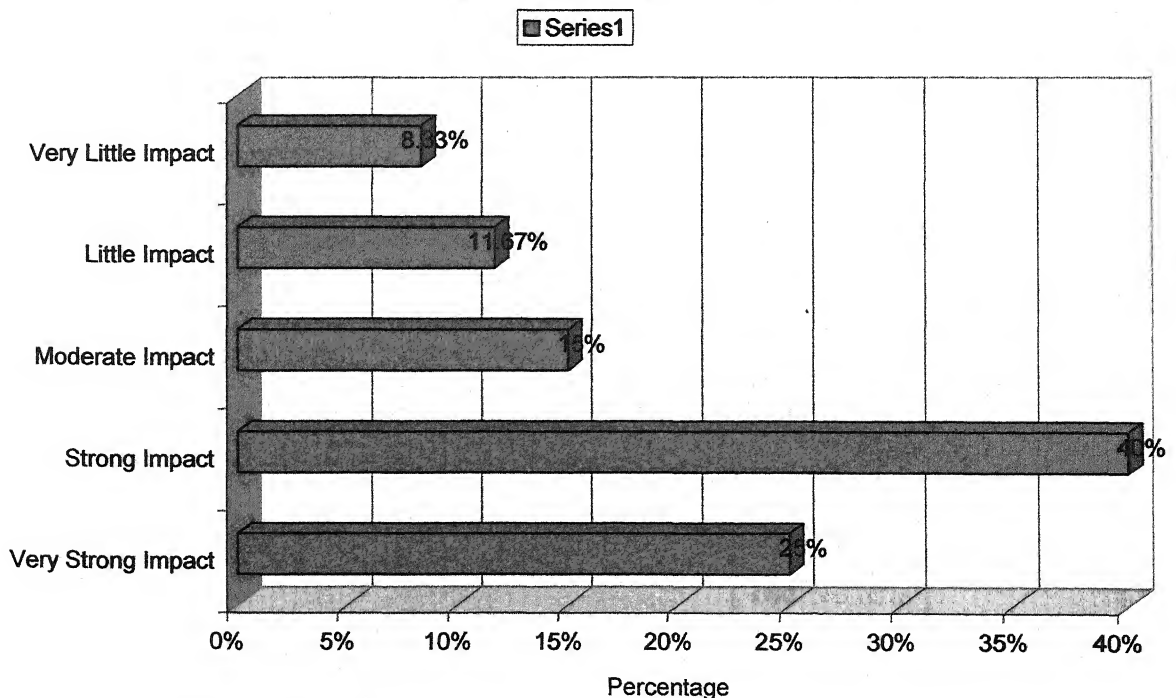
Table No.32

Balancing Work and Family Life

S. No.	Category	Responses	Percentage
1	Very Strong Impact	45	25%
2	Strong Impact	72	40%
3	Moderate Impact	27	15%
4	Little Impact	21	11.67%
5	Very Little Impact	15	8.33%
Total		180	100%

Figure No.31

Balancing Work and Family Life



The responses from women respondents on “balancing work and family life”, is essential to take into consideration. Mostly respondent says that the adjust between career and family life is very difficult for a women, if a women does it, certainly it will strongly effect her career and on the other hand if she moves towards his career, it results negatively towards the family life. 40% women executives says that “balancing work and family life” strongly impact on the career and advancement and 25% women respondents accept that it have very strong impact on the career and advancement. 15% women respondents accept it impacts moderately on their career and advancement. And only 20 %, out of which 11.67% said it will have little impact and remaining 8.33% said that it have very little impact on their career and advancement.

If you have a spouse /Partner, are you the primary or sole wage earner in your house hold?

The responses from women respondents on the question “if they have spouse/ partner, are they the primary wage earner in their house? It is essential to take into consideration. The out put from this is also very interesting and notable. 48.33% women executives say that their spouse or partner is primary wage earner, but out of which 36.67% have not given on this question and left blank this question. Only 15 women respondents i.e. 8.33% have accepted that she was primary wage earner and only 12 out of 112 responses have accepted that they were primary wage earner.

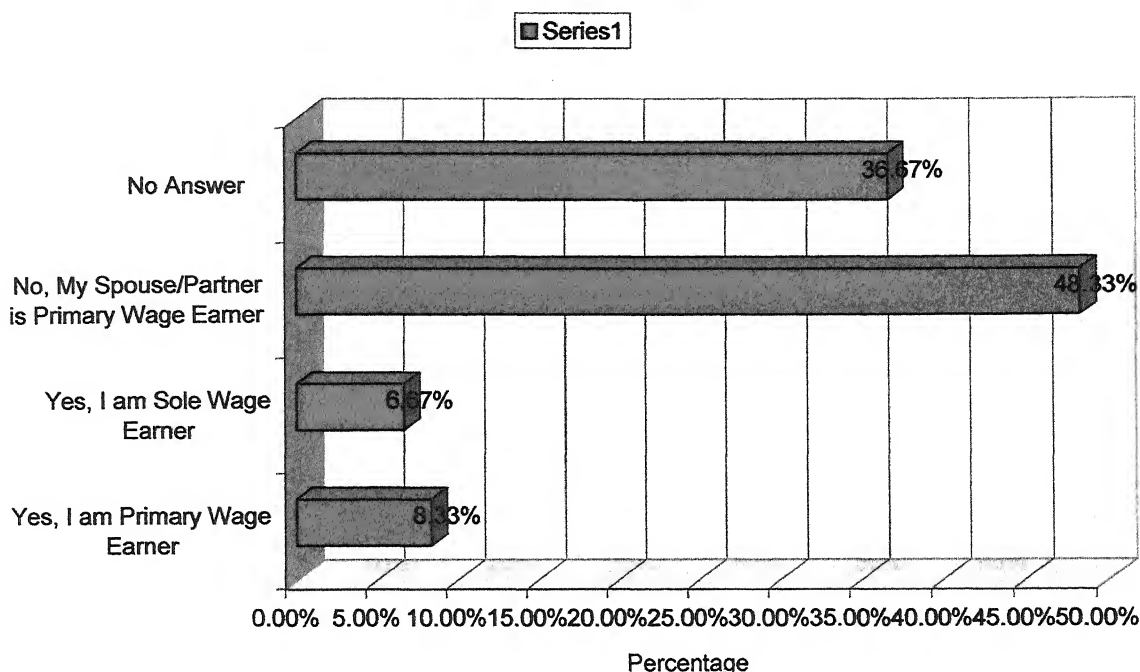
Table No.33

Women Executives and Primary Wage Earner in the Family

S. No.	Category	Responses	Percentage
1	Yes, I am Primary Wage Earner	15	8.33%
2	Yes, I am Sole Wage Earner	12	6.67%
3	No, My Spouse/Partner is Primary Wage Earner	87	48.33%
4.	No Answer	66	36.67%
Total		180	

Figure No.32

Women Executives and Primary Wage Earner in the Family



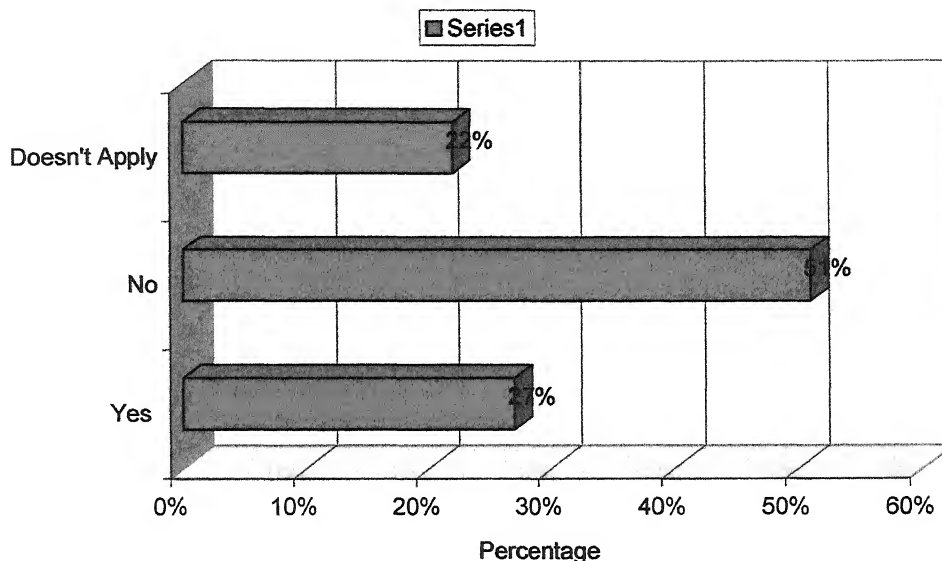
This shows that mostly women have no any responsibility towards their family, only their spouse or partner are only the primary or sole wage earner of the family. It also means that this income is partially additional for them and to their advancement in the corporate world.

Do, you have parenting responsibilities for any child, age 17 years or under, whom live with you at least part time and for whom you have financial obligations?

On the question that they parenting responsibilities for any children of age 17 years or under, who live at least part time with her and about the financial obligations, out of 180 women executives 48 (27%) said that yes they have this type of responsibilities and 93(51%) out of 180 women executive's answer was in negative, and remaining 39 out of 180 (22%) women are either was in the category of not applicable or not given any response.

Figure No.33

Do, you have parenting responsibilities for any child, age 17 years or under, whom live with you at least part time and for whom you have financial obligations?



	Yes	No	Doesn't Apply
Series1	27%	51%	22%

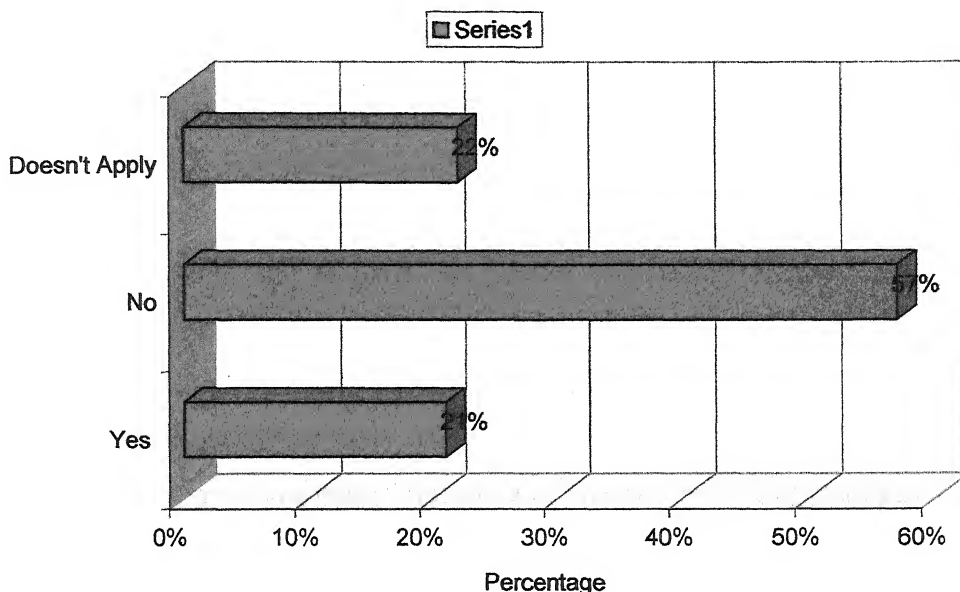
This also shows that there are very few women today, who have bearing any responsibilities for any child below 17 years of age living with her.

Do, you have responsibilities for any extended family member, whether living with you or apart from you?

Similarly, in the same type of question, asked to the women respondents that they have responsibilities of any extended family members, whether living with her or apart from her. Out of 180 women 54 (30%) said that "Yes" I have such type of the responsibilities and 105 (58%) response were negatives they have not such type of responsibilities. The remaining 21(22%) responses were the category of not response of those are either unmarried or widow.

Figure No.:34

Do, you have parenting responsibilities for any extended family members in your family?



	Yes	No	Doesn't Apply
Series1	21%	57%	22%

The percentage of those women executive is also very low, who is bearing the responsibilities of any extended family member.

Family Background

On the question form women respondents 'Did one or both your parents own a business', only 24 (13.33%) women executives said 'Yes' remaining 156 (86.67%) women respondents answered 'No'. It means that there are only few women families who come under the category of business family background.

CAREER-PATH OF WOMEN

Research indicates that achievement motivation and career orientation are related to gender- role orientation rather than sex *per se* (i.e. male and female); achievement motivation is higher among women having masculine or androgynous gender-role orientations than among women with feminine orientation.

It is usual to think of upward mobility as the only vehicle to enhance careers of women. Vertical ascendancy is but one path in the career map; multiple career paths can be

designed to cater to the changing needs of society. These paths could include firstly horizontal or lateral moves, which does occur presently in organizations. Secondly, remaining static and lastly, downward moves in times of failing health or family pressures, without it being perceived as a failure of the women. It is necessary for both organization and women to re-conceptualize career planning a vehicle to align women's career and family objectives with the organization's plans, needs, and goals.

With the changing values and needs of the present working population, multiple career paths will be functional inasmuch as employees can resort to different paths at different times based on their needs, preferences, and capacities to work at particular phase in their lives. If an organization culture is created which fosters following any of the multiple career paths without employees being demeaned or hurt for choices they make, it will help the organization tremendously, since not all employees are suited for upward mobility. Also, during lean periods, it helps the organizations when executives self-select for downward mobility. Moreover, since in any organization, there is only limited number of positions as one climbs vertically, with the numbers getting reduced even further at executive levels, adopting an appropriate recruiting strategy by having an optimal mix of employees in the pre-parenting, parenting, and post parenting stages, helps employee frustration and alienation (Sastry Nalini and Pandey Subrata, 2002).

Because men are egocentric with career success as the anchor of their self identity, it is difficult for them to resist the work pressures and focus on the family. If, for a moment, we can conceptualize organizations allowing men and women in their parenting period to be more family focused and not consider that their career chances are lost for ever if they do not get their initial promotions during this period, we can readily see how easy it would be on both parents to simultaneously share their childrearing responsibilities, and once the children are grown up, to concentrate on their jobs and careers. Meantime, they could opt for lateral moves to gain added experience without exerting more, or choose to remain stagnant at their current level, or even take the downwards path for three or more years.

So long as women know that at any time in their lives they can rise upwardly by excreting more and contributing to the productivity of the system, they would willingly opt for

alternative career paths. Since different employees will be at different life stages, the organization will always have a constant flow of executives who will manage and run the affairs of people are leading healthier and longer lives than even before. Given this reality, not only retirement age be increased, but promotion can be offered at any time, without consideration give to the chronological age of employees.

In India, new scheme of career pathing will also enable men to enjoy equal parenting opportunities, thus preventing them from having regrets late on in life. It should be noted that the later career development model also offers organizations flexibility in how they utilize human resources, allowing them to mesh the organizations growth cycle with the individual, family, and career of its employees.

PERSONAL STRATEGIES IN CAREER ADVANCEMENT

Research suggests that women exhibit less achievement orientation and achievement related behavior than men (Nieva and Guetk 1981; O' Leary 1974; Friexe et al. 1978; Stein and Bailey 1975). But is achievement is measured by male-based criteria, females who seek achievement in ways consistent with gender-role expectations, related to home and family roles will be misjudged. Women's fear of success, since success in carrier is associated with loss of feminist and social rejection (Horner, 1972) may also force them to behave in ways congruent with gender-role expectations (Lockheed 1975, Peplau, 1976). Therefore, showing achievement orientation in male-typed, power related work roles may be avoided by women in general, since, first, it is against social expectations and second, it may increase the propensity of gender role conflict (Sastry and Pandey, 1992).

Thus women tend to have low self-concept regarding their possession of characteristics that are valuable for managerial behavior. McClelland ,(1965) and O' Leary ,(1974) in their studies found that women, as a group, described themselves as different from or even opposite to men on presumed requisite management traits. Schein (1973, 1975) has shown that these beliefs are strongly held by male and female managers as well. Several other scholars (Lenney, 1977; Maccoby and Jacklin, 1974; Nieva and Gutek 1981) reported the prevalence of low self-confidence among women, which has long rang effects on their performance in temporary or external causes such as luck, rather than to lasting or internal

causes such as ability (Bar-Tal and Frieze 1975); Feather, 1966; Simon and Feather, 1973). Any failure by women in performance, even within the normal range will reinforce the external attribution, and low self-confidence, thereby, making a beginning of the self-fulfilling prophecy. On the other hand, women who have reached powerful positions through some means tend to exhibit a high level of self confidence and make internal attribution (Henning and Jardim, 1977; Keown and Keown 1982); this indicates that setting a positive spiral of self-fulfilling prophecy is equally possible in the case of women. In this connection Schwartz (1989) states: "Men and women may or may not have some innate psychological disposition towards these traditional roles-men to be aggressive, competitive, self reliant, risk taking; women to be supportive, nurturing, intuitive, sensitive, communicative-but certainly both men and women are capable of the full range of behavior. Indeed, the male and female roles have already begun to expand and merge. At the moment, however, we are still plagued by disparities and perception and behavior that make the integration of men and women in the workplace unnecessarily difficult and expensive. Women who compete like men are considered unfeminine and women who emphasize family are considered uncommitted. It is absurd to a woman down for having the very qualities that would send a man to the top.

In this report, I have taken the data of 180 women respondents in 5- star hotels. The following table shows the responses form women executives on personal strategies in career advancement in 5- star hotels, given as in the table form. The legends are:

- | | | |
|-------------------------------|-------------------------------|----------------------------|
| (1) Very Strong Impact | (2) Strong Impact | (3) Moderate Impact |
| (4) Little Impact | (5) Very Little Impact | |

Table No. 34a.

Women Executives: Personal Strategies in Career Advancement

S. No.	Question asked	Responses (Women:180)					
		(1)	(2)	(3)	(4)	(5)	(6)
1.	Having a right Career Plan.	66	60	54	0	0	-
2.	Having clear goals directions & priorities.	81	45	33	15	6	-
3.	Having strong relationship with peers in the organization.	42	78	36	24	0	-
4.	Having strong relationship with managers.	45	81	36	12	6	-
5.	Taking challenging and visible assignment.	72	75	15	18	0	-
6.	Keeping record of own accomplishments to discuss these during performance review.	36	66	45	18	6	9
7.	Understanding the organization & its culture.	57	84	15	6	18	-
8.	Learning from other people.	69	81	18	0	1	-
9.	Developing your skills.	69	69	27	3	12	-
10.	Balancing work & family life.	45	72	27	21	15	-
11.	Gaining experience by making lateral moves.	39	69	42	6	6	18
12.	Making frequent job changes.	18	27	30	21	78	6

Table No. 34b.

Women Executives: Personal Strategies in Career Advancement

S. No.	Question Asked	Responses (Women: 180)					
		(1)	(2)	(3)	(4)	(5)	(6)
13.	Getting connected and networking in personnel and professional level with other successful women.	24	57	42	36	9	-
14.	Finding a good mentor.	39	66	30	27	12	6
15.	Joining and participation in organizations.	30	81	33	24	12	-
16.	Attending trade shows and professional conference.	30	66	54	12	18	
17.	Being conscious of trades in the economy and in your particular industry.	30	57	72	3	12	6
18.	Changing your attitude from 'Victim' mentality to power mentality.	51	69	45	9	0	6
19.	Pursuing placement in line rather than staff.	36	72	45	6	15	6
20.	Learning from role models.	45	81	21	24	9	-
21.	Top management support for the advancement of women to the highest levels in the organization.	36	69	51	12	12	-
22.	Employment equity policy.	21	60	45	42	12	-
23.	Advancement management program.	33	78	45	18	6	-
24.	Being married.	15	60	54	18	33	-
25.	Being single.	9	33	60	39	39	-

Table No. 34c

Women Executives: Personal Strategies in Career Advancement

S. No.	Question Asked	Percentage Responses (%)					
		%(1)	%(2)	%(3)	%(4)	%(5)	%(6)
1	Having a right Career Plan.	36.67	33.33	30	0	0	-
2.	Having clear goals directions & priorities.	45	25	18.33	8.33	3.24	-
3.	Having strong relationship with peers in the organization.	23.33	43.33	20	13.34	0	-
4.	Having strong relationship with managers.	25	45	20	6.67	3.33	-
5.	Taking challenging and visible assignment.	40	41.67	8.33	10	0	-
6.	Keeping record of own accomplishments to discuss these during performance review	20	36.67	25	10	3.33	5
7.	Understanding the organization & its culture.	31.67	46.67	8.33	3.33	10	-
8.	Learning from other people.	38.33	45	10	0	6.67	-
9.	Developing your skills.	38.33	38.33	15	1.67	6.67	-
10.	Balancing work & family life.	25	40	15	11.67	8.33	-
11.	Gaining experience by making lateral moves.	21.67	38.33	23.33	3.33	3.34	10
12.	Making frequent job changes.	10	15	16.67	11.67	43.23	3.33

Table No. 34d

Women Executives: Personal Strategies in Career Advancement

S. No.	Question Asked	Percentage Responses (%)					
		%(1)	%(2)	%(3)	%(4)	%(5)	%(6)
13.	Getting connected and networking in personnel and professional level with other successful women.	13.33	31.67	23.33	20	5	6.67
14.	Finding a good mentor.	21.67	36.66	16.67	15	6.67	3.33
15.	Joining and participation in organizations.	16.67	45	18.33	13.33	6.67	-
16.	Attending trade shows and professional conference.	16.67	36.67	30	6.66	10	-
17.	Being conscious of trades in the economy and in your particular industry.	16.67	31.67	40	1.66	6.66	3.34
18.	Changing your attitude from Victim mentality to power mentality.	28.33	38.33	25	5	0	3.34
19.	Pursuing placement in line rather than staff.	20	40	25	3.33	8.33	3.34
20.	Learning from role models.	25	45	11.67	13.33	5	-
21.	Top management support for the advancement of women to the highest levels in the organization.	20	38.33	28.33	6.67	6.67	-
22.	Employment equity policy.	11.67	33.33	25	23.33	6.67	-
23.	Advancement management program.	18.33	43.33	25	10	3.34	-
24.	Being married.	8.33	33.33	30	10	18.34	-
25.	Being single.	5	18.33	33.33	21.67	21.67	-

Figure No. 35a.

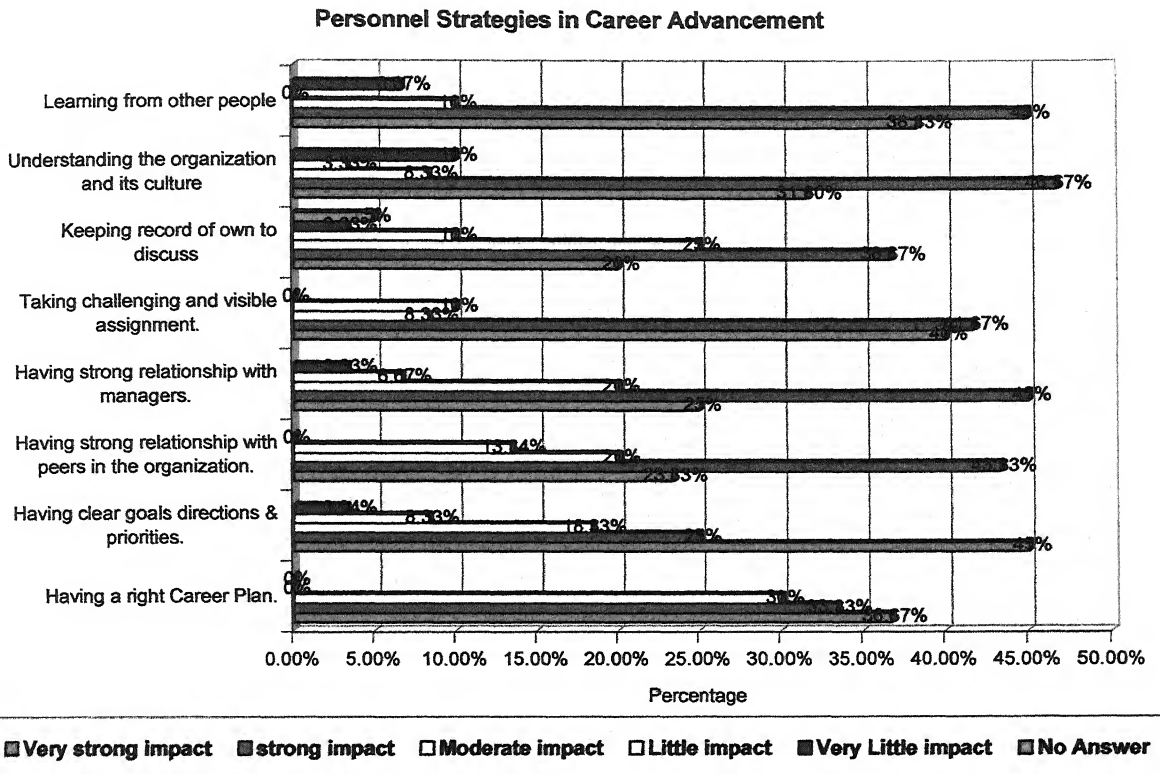


Figure No. 35b.

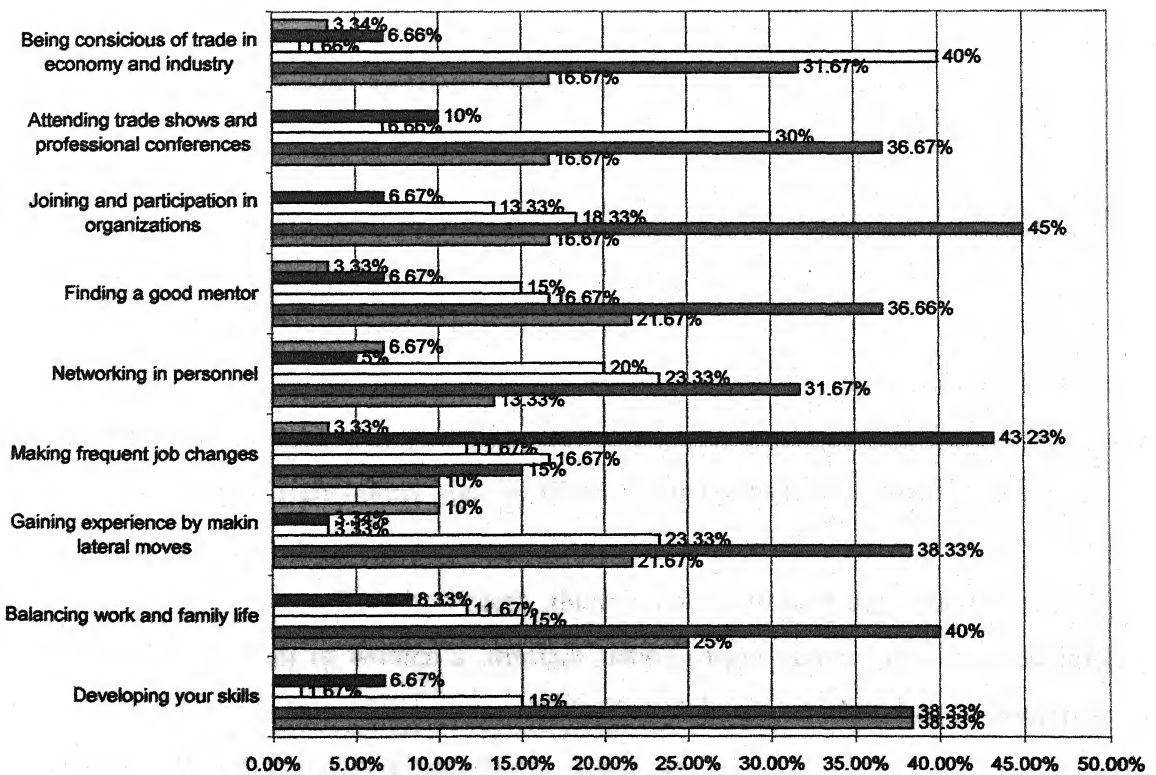
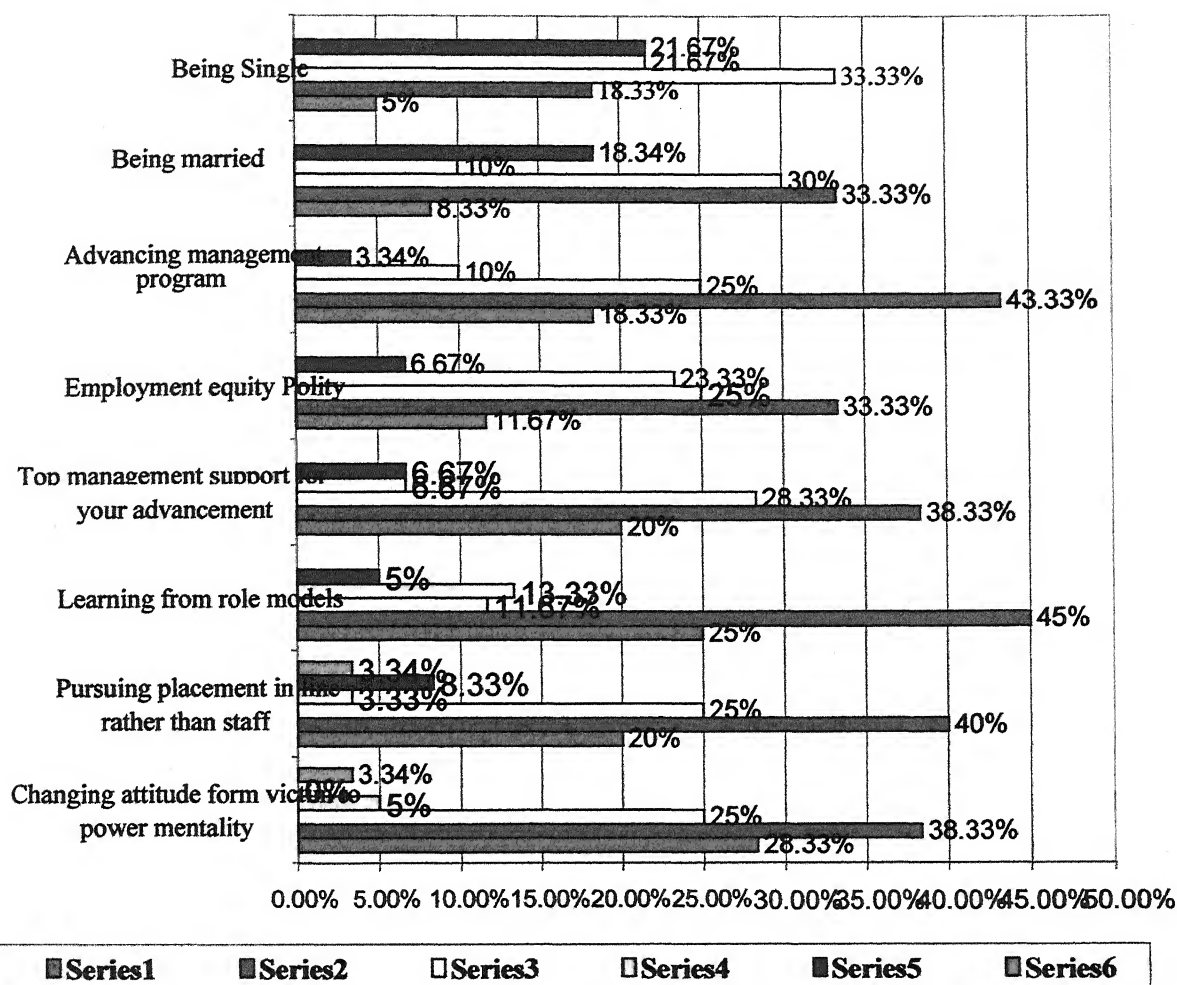


Figure No.:35c

Personal Strategies in Career Advancement



1. Having a right Career Plan: In the view of women respondents, 'having right career plan' for women's has strong impact on their personal and career life. The women who accept that there is strong impact or very strong on the advancement of the women's career was 33.33% and 36.67% i.e.70% respectively out of 180's women respondents. No single women have given the negative responses. 30% women's answered that there is moderate impact through having right career plan for women employees in the organizations.

The shows that the women's who accept, there is strong impact on personnel strategies and career advancement of women's through 'having right career plan' at personal and professional levels are more 70%. It means 'having right career plan' have strong impact on personal strategies in career advancement of women.

2. Having Clear goals directions & Priorities: In the view of women respondents, 'having clear goals and directions & priorities' has strong impact on their personal and career life. The women who accept that there is strong impact or very strong on the advancement of the women's career and personal strategies was 25% and 45% respectively out of 180's women respondents. 11.67% (8.33% and 3.34%) women have given the negative responses, according to them either there are little impact or very little impact through having clear goals directions and priorities. 18.33% women's answered that there is moderate impact through having clear goals directions and priorities on personal strategies and career advancement.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'having clear goals directions & priorities' was 70% same as above. It means, 'having clear goals directions & priorities' have strong impact on personal strategies in career advancement of women.

3. Having strong relationship with peers in the organization: In the view of women respondents, 'having strong relationship with peers in the organization' has strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 23.33% and 43.33% respectively out of 180's women respondents. 13.34 % women have given the negative responses; according to them there are little impact on personal strategies and career advancement through having strong relationship with peers in the organization. 20% women answered that there is moderate impact on personal strategies and career advancement through 'having strong relationship with peers in the organization'.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'having strong relationship with peers' was 66.67%. It means 'having strong relationship with peers in the organization' have strong impact on personal strategies in career advancement of women.

4. Having strong relationship with managers: According to women respondents, 'having strong relationship with managers' has strong impact on the personal strategies

and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 45% and 25% respectively out of 180's women respondents. Only 10% (6.67% and 3.33%) women have given the negative responses, according to them there are either little impact or very little impact on personal strategies and career advancement through 'having strong relationship with managers'. 20% women answered that there is moderate impact on personal strategies and career advancement through 'having strong relationship with managers'.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'having strong relationship with managers' was 70%. It means 'having strong relationship with managers' in the organization have strong impact on personal strategies in career advancement of women.

5. Taking challenging and visible assignment: The responses from women respondents on this statement were quite interesting. According to women respondents, 'taking challenging and visible assignment' have strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 41.67% and 40% respectively out of 180's women respondents. Only 10% women have given the negative responses, according to them there are little impact on personal strategies and career advancement through 'taking challenging and visible assignments'. Only 8.33% women answered that there is moderate impact on personal strategies and career advancement through 'taking challenging and visible assignment'.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'taking challenging and visible assignment' was 81.67%. It means 'taking challenging and visible assignment' have very strong impact on personal strategies in career advancement of women.

6. Keeping record of own accomplishments to discuss these during performance review: According to women respondents, 'keeping record of own accomplishments to discuss these during performance review' have strong impact on the personal strategies and

career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 36.67% and 20% respectively out of 180's women respondents. 10% and 3.33% women relatively have given the negative responses, according to them there are either little impact or very little impact on personal strategies and career advancement through keeping record of own accomplishment. 25% women answered that there is moderate impact on personal strategies and career advancement through 'keeping record of own accomplishments to discuss these during performance review'. While 5% women have not given any response.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'keeping record of own accomplishments to discuss these during performance review' was 56.67% and of having moderate impact was 25%. It means 'keeping record of own accomplishments to discuss these during performance review' in the organization have strong impact on personal strategies in career advancement of women.

7. Understanding the organization & its Culture: The responses from women respondents on this statement were quite interesting. According to women respondents, 'understanding the organization & it culture' have strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 46.67% and 31.67% respectively out of 180's women respondents. 3.33% and 10% women relatively have given the negative responses, according to them there are either little impact or very little impact on personal strategies and career advancement through 'understanding the organizational & culture'. Only 8.33% women answered that there is moderate impact on personal strategies and career advancement through 'understanding the organization and its culture'.

The shows that the percentage women are more who accept, there is strong impact on personnel strategies and career advancement of women through 'understanding the organization and its culture' was 78.33%. It means 'understanding the organization and its culture' have very strong impact on personal strategies in career advancement of women.

8. Learning from other people: The responses from women respondents on this statement were also quite interesting. According to women respondents, 'learning from other people' within organization have strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 45% and 38.33% respectively out of 180's women respondents. 6.67% women have given the negative responses, according to them there are very little impact on personal strategies and career advancement through 'learning from other people' within organization. 10% women answered that there is moderate impact on personal strategies and career advancement through 'learning from other people within organization'.

The shows that the percentage women are more who accept, there is strong impact of personnel strategies and career advancement on women employees through 'learning from other people' within organization was 83.33%. It means 'learning from other people' within organization have very strong impact on personal strategies in career advancement of women.

9. Developing your skills: In the view of women respondents, 'developing skills' have strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 38.33% and 38.33% respectively from the 180's women respondents. Only 1.67% and 6.67% women relatively have given the negative responses, according to them there is either little impact or very little impact on personal strategies and career advancement through 'developing skills'. 15% women answered that there is moderate impact on personal strategies and career advancement through 'developing skills'.

The shows that the percentage women are more who accept, there is strong impact of personnel strategies and career advancement on women employees through 'developing skills' within or outside organization was 78.67%. It means 'developing skills' have very strong impact on personal strategies in career advancement of women.

10. Balancing work and family life: Mostly respondent says that the adjust between career and family life is very difficult for a women, if a women does it, certainly it will strongly effect his career and on the other hand if she moves towards his career, it results negatively towards the family life. 40% women executives says that “balancing work and family life” strongly impact on the career and advancement and 25% women respondents accept that it have very strong impact on the career and advancement. 15% women respondents accept it impacts moderately on their career and advancement. And only 20 %, out of which 11.67% said it will have little impact and remaining 8.33% said that it have very little impact on their career and advancement.

The shows that the percentage women are more who accept, there is strong impact of personnel strategies and career advancement on women employees through ‘balancing work and family life’ was 65%. This shows that ‘balancing the work and family life’ have strong impact on the personal strategies and career advancement of women executives.

11. Gaining experience by making lateral moves: In the view of women respondents, ‘gaining experience by making lateral moves’ also have strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women’s career was 38.33% and 21.67% respectively out of 180’s women respondents. Only 6.67% (3.33% and 3.33%) women relatively have given the negative responses, according to them there are either little impact or very little impact on personal strategies and career advancement through ‘gaining experience by making lateral moves’. 23.33% women answered that there is moderate impact on personal strategies and career advancement through ‘gaining experience by making lateral moves’. While 10% women executives have not answered.

The shows that the percentage women are more who accept, there is strong impact of personnel strategies and career advancement on women employees through ‘gaining experience by making lateral’ moves within or outside the organization was 60%. It means ‘gaining experience by making lateral moves’ within or outside the organization have very strong impact on personal strategies in career advancement of women.

12. Making frequent job changes: In the view of women respondents, 'making frequent job changes' have negative impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was only 15% and 10% respectively out of 180's women respondents. while 55% (11.67% and 43.33%) women relatively have given the negative responses, according to them there are either little impact or very little impact on personal strategies and career advancement through 'making frequent job changes'. 16.67% women answered that there is moderate impact on personal strategies and career advancement through 'making frequent job changes'. While 3.33% women executives have not answered.

The shows that the percentage women are more who answered, there is very little or little impact of personnel strategies and career advancement on women employees through 'making frequent job changes' was 55%. It means 'making frequent job changes' have very little impact (can say negative impact) on personal strategies in career advancement of women.

13. Getting connected and networking in personnel and professional levels with other successful women: In the view of women respondents, networking among women's have strong impact on their personal and career life. The women who accept that there is strong impact or very strong on the advancement of the women's career was 45% (31.67 and 13.33%) out of 180's women respondents. 25% women have given the negative responses, either they are dissatisfied or very dissatisfied with the above assumption. 23.33% women's answered that there is moderate impact through 'getting connected with the other same level women's in personnel and professional levels with other successful women. While, there were no responses form 6.67% women out of 180 women respondents.

The results are also reveals here mixed reaction, but the women's who accept that the there is strong impact on the personnel strategies and career advancement through 'getting connected and networking in personnel and professional levels with other successful women' was 45% and the women who accept that there is moderate impact was 23.33%.

This shows the increasing effect of the networking in the organizations within women employees.

14. Finding good mentor: According to women respondents, 'finding a good mentor' have strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 21.67% and 36.67% respectively out of 180's women respondents. 15% and 6.67% women relatively have given the negative responses, according to them there are either little impact or very little impact on personal strategies and career advancement through 'finding a good mentor'. 16.67% women answered that there is moderate impact on personal strategies and career advancement through 'finding a good mentor'. While 3.33% women have not given any response.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'finding a good mentor' was 58.33% and women executive who answered moderate impact, was 16.67%. It means 'finding a good mentor' in the organization have strong impact on personal strategies in career advancement of women.

15. Joining and participation in Organization: In the view of women respondents, 'joining and participation in organization' have strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 45% and 16.67% respectively out of 180's women respondents. While 20% (13.33% and 6.67%) women relatively have given the negative responses, according to them there is either little impact or very little impact on personal strategies and career advancement through 'joining and participation in organization'. 18.33% women answered that there is moderate impact on personal strategies and career advancement through 'joining and participation in organization'.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'joining and participation in organization' was 61.67% and women executive who answered that it have moderate

impact, was 18.33%. It means 'joining and participation in organization' have strong impact on personal strategies in career advancement of women.

16. Attending trade shows and professional conference: In the view of women respondents, 'attending trade shows and professional conference' have strong to moderate impact on the personal strategies and career advancement for women executives. The women who accept that there is strong impact or very strong on the advancement of the women's career was 36.67% and 16.67% respectively out of 180's women respondents. While 16.66% (6.66% and 10%) women relatively have given the negative responses, according to them there is either little impact or very little impact on personal strategies and career advancement through 'attending trade shows and professional conference'. 30% women answered that there is moderate impact on personal strategies and career advancement through 'attending trade shows and professional conference'.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'attending trade shows and professional conference' was 53.33% and women executive who answered that it have moderate impact, was 30%. It means 'attending trade shows and professional conference' in organization have strong to moderate impact on personal strategies in career advancement of women.

17. Being conscious of trade in the economy and in your particular industry: According to women respondents, 'being conscious of trade in the economy and in your particular industry' strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 31.67% and 16.67% respectively from the 180's women respondents. 1.66% and 6.67% women relatively have given the negative responses, according to them there are either little impact or very little impact on personal strategies and career advancement through 'being conscious of trade in the economy and in your particular industry'. A large number of women respondents' i.e. 16.67% women answered that there is moderate impact on personal strategies and career advancement through 'being

conscious of trade in the economy and in your particular industry'. While 3.34% women have not given any response.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'being conscious of trade in the economy and in your particular industry' was 48.33% and women executive who answered moderate impact, was 40%. It means 'being conscious of trade in the economy and in your particular industry' have strong impact as well as moderate impact on personal strategies in career advancement according women of hospitality sector.

18. Changing your attitude from 'Victim' mentality to power mentality: In the view of women respondents, 'changing attitude form' Victim' mentalities to power mentality' have strong impact on the personal strategies and career advancement for women executives. The women who accept that there is strong impact or very strong on the advancement of the women's career was 38.33% and 28.33% relatively out of 180's women respondents. While 5% women relatively have given the negative responses, according to them there is either little impact on personal strategies and career advancement through 'changing attitude form 'Victim' mentalities to power mentality'. 25% women answered that there is moderate impact on personal strategies and career advancement through 'changing attitude form 'Victim' mentalities to power mentality'. While 3.34% women have not given any response.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through changing attitude form 'Victim' mentalities to power mentality' was 66.67% and women executive who answered that it have moderate impact, was 25%. It means changing attitude form 'Victim' mentalities to power mentality' have strong impact on personal strategies in career advancement of women.

19. Pursuing placement in line rather than staff: In the view of women respondents, 'pursuing placement in line rather than staff' have strong impact on the personal strategies and career advancement for women executives. The women who accept that there is strong

impact or very strong on the advancement of the women's career was 40% and 20% respectively from the 180's women respondents. While 11.66% (3.33% and 8.33%) women relatively have given the negative responses, according to them there is either little impact or very little impact on personal strategies and career advancement through 'pursuing placement in line rather than staff'. 25% women answered that there is moderate impact on personal strategies and career advancement through 'pursuing placement in line rather than staff'. While 3.34% women have not given any response.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'pursuing placement in line rather than staff' was 60% and women executive who answered that it have moderate impact, was 25%. It means 'pursuing placement in line rather than staff' in organization have strong impact on personal strategies in career advancement according to women respondents.

20. Learning from role models: The responses from women respondents on this statement were quite interesting. According to women respondents, 'learning from role models' has strong impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was 45% and 25% respectively from the 180's women respondents. 18.55% (13.33 and 5%) women have given the negative responses, according to them there are very little impact on personal strategies and career advancement through 'learning from role models' within or outside with the organization. 11.67% women answered that there is moderate impact on personal strategies and career advancement through 'learning from role models' within or outside with organization.

The shows that the percentage women are more who accept, there is strong impact of personnel strategies and career advancement on women employees through 'learning from role models' within or outside with organization was 70%. It means 'learning from role models' have very strong impact on personal strategies in career advancement of women.

21. Top management support for the advancement of women to the highest levels in the organization: In the view of women respondents, 'top management support for the advancement of women to the highest levels in the organization' pursuing placement in line rather than staff' have strong impact on the personal strategies and career advancement for women executives. The women who accept that there is strong impact or very strong on the advancement of the women's career was 38.33% and 25% respectively from the 180's women respondents. While 13.33% (6.67% and again 6.67%) women relatively have given the negative responses, according to them there is either little impact or very little impact on personal strategies and career advancement through 'top management support for the advancement of women to the highest levels in the organization'. 28.33% women answered that there is moderate impact on personal strategies and career advancement through 'top management support for the advancement of women to the highest levels in the organization'.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'top management support for the advancement of women to the highest levels in the organization' was 58.33% and women executive who answered that it have moderate impact, was 28.33%. It means 'top management support for the advancement of women to the highest levels in the organization' have strong impact on personal strategies in career advancement as per women respondents.

22. Employment equity policy: In the view of women respondents, 'employment equity policy' has strong to moderate impact on the personal strategies and career advancement for women executives. The women who accept that there is strong impact or very strong on the advancement of the women's career was 33.33% and 11.67% relatively from the 180's women respondents. While 23.33% and 6.67% women relatively have given the negative responses, according to them there is either little impact or very little impact on personal strategies and career advancement through 'employment equity policy'. 25% women answered that there is moderate impact on personal strategies and career advancement through 'employment equity policy' in the organization.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'employment equity policy' in organization was 45% and women executive who answered that it have moderate impact, was 25%. It means 'employment equity policy' in organization have strong to moderate impact on personal strategies in career advancement of women.

23. Advancement management program: In the view of women respondents, 'advancement management program' have strong impact on the personal strategies and career advancement for women executives. The women who accept that there is strong impact or very strong on the advancement of the women's career was 43.33% and 18.33% respectively from the 180's women respondents. While 13.34% (10% and 3.34%) women relatively have given the negative responses, according to them there is either little impact or very little impact on personal strategies and career advancement through 'advancement management program'. 25% women answered that there is moderate impact on personal strategies and career advancement through 'advancement management program'.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'advancement management program' was 61.66% and women executive who answered that it have moderate impact, were 25%. It means 'advancement management program' have strong impact on personal strategies in career advancement of women.

24. Being married: According to women respondents, 'Being married' have strong to moderate impact on the personal strategies and career advancement on women's. The women who accept that there is strong impact or very strong on the advancement of the women's career was 33.33% and 8.33% respectively out of the 180's women respondents. 10% and 18.34% women relatively have given the negative responses, according to them there are either little impact or very little impact on personal strategies and career advancement through 'Being married'. A large number of women respondents' i.e. 30% women answered that there is moderate impact on personal strategies and career advancement through 'Being married'.

The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'Being married' economy and in your particular industry was 41.66% and women executive who answered moderate impact, was 30%. It means 'Being married' have strong impact as well as moderate impact on personal strategies in career advancement according women of hospitality sector.

25. Being single: In the view of women respondents, 'Being single' has negative impact on the personal strategies and career advancement. The women who accept that there is strong impact or very strong on the advancement of the women's career was only 5% and 18.33% respectively from the 180's women respondents. while 43.34% (21.67% and again 21.67%) women relatively have given the negative responses, according to them there are either little impact or very little impact on personal strategies and career advancement through 'Being single'. 33.33% women answered that there is moderate impact on personal strategies and career advancement through 'Being single'.

The shows that the percentage women are more who answered, there is moderate (33.33%) or little/very little impact (43.34%) of personnel strategies and career advancement on women employees through 'Being single'. It means 'Being single' have little to moderate impact on personal strategies in career advancement of women.

CHOICES MADE TO BALANCE CAREER AND PERSONAL LIFE

It is being increasingly recognized that balancing career and personal life is and important requirement for employees all over the world. Balancing career and personal life means setting up a home and essentially the role of motherhood. But women, now a days are not willing to sacrifice their career growth on account of motherhood.

The following are some responses form the women executives those are asked from them about 'the choices that have made to balance career and personal life.

Table No. 35a. : Choices Made to Balance Career and Personal Life

S. No.	Women Executives: Choices Made to Balance Career and Personal Life	Responses in Values		
		Yes	No	No Ans./ Applicable
1.	Employee outside services for domestic help (i.e. home cleaning, washing etc.).	138	36	-
2.	Took a leave of absence from employer for personal or family related matters.	93	87	-
3.	Used external childcare services.	60	102	18
4.	Used in home child services.	42	120	18
5.	Delayed married.	33	132	15
6.	Did not marry?	48	108	24
7.	Postponed having children.	33	105	42
8.	Decided not to have children	15	126	39
9.	Relied on supportive spouse or partner.	90	78	12
10.	Worked part time or flexible hours.	78	96	6
11.	Worked at home	102	72	6
12.	Created own business opportunities or become self-employed for a period of time.	57	123	-
13.	Curtailed personal barriers opportunity or became self-employed for a period of time.	81	93	6
14.	Perused personal interests (e.g. fitness, hobby, community involvement).	87	93	-
15.	Developed strong interpersonal network outside of work.	87	93	-

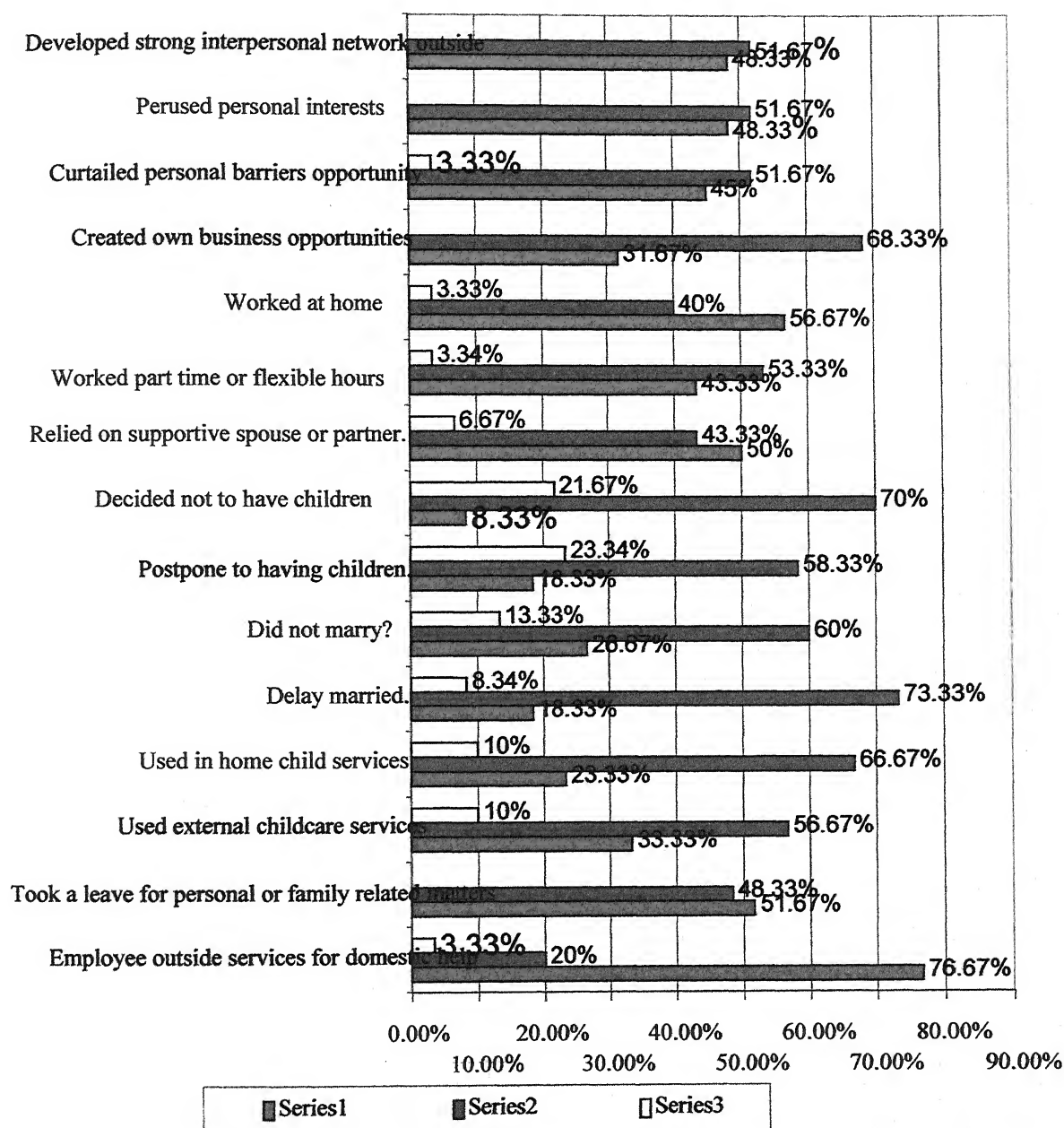
Table No. 35b.

Responses in Percentage (%)

S. No.	Women Executives: Choices Made to Balance Career and Personal Life	%Yes	%No	%No Ans/ Applicable
1.	Employee outside services for domestic help (i.e. home cleaning, washing etc.).	76.67	20	3.33
2.	Took a leave of absence from employer for personal or family related matters.	51.67	48.33	-
3.	Used external childcare services.	33.33	56.67	10
4.	Used in home child services.	23.33	66.67	10
5.	Delayed married.	18.33	73.33	8.34
6.	Did not marry?	26.67	60	13.33
7.	Postponed having children.	18.33	58.33	23.33
8.	Decided not to have children	8.33	70	21.67
9.	Relied on supportive spouse or partner.	50	43.33	6.67
10.	Worked part time or flexible hours.	43.33	53.33	3.34
11.	Worked at home	56.67	40	3.33
12.	Created own business opportunities or become self-employed for a period of time.	31.67	68.33	-
13.	Curtailed personal barriers opportunity or became self-employed for a period of time.	45	51.67	3.33
14.	Perused personal interests (e.g. fitness, hobby, community involvement).	48.33	51.67	-
15.	Developed strong interpersonal network outside of work.	48.33	51.67	-

Figure No.36

Choices you have made to balance career and personal life



1. On the question form women respondents on 'use external childcare service', only 33.33% women said "Yes" they would like to use external childcare service. While 56.67% women answered that they do not like to use external childcare service. 10% women respondents have not answered. This shows that mostly women (56.67%) don't like to use external childcare service. Only small number (33.33%) women like to use external childcare service.

2. On the question form women respondents on 'use home child service', only 23.33% women said "Yes" they would like to use home child service. While 66.67% women answered that they do not like to use home child service. 10% women respondents have not answered. This shows that mostly women (66.67%) don't like to use home child service. Only small number (23.33%) women like to use home child service.
3. On the question form women respondents on 'Delayed married', only 18.33% women said "Yes" they would like to 'Delayed married'. While 73.33% women answered that they do not like 'Delayed married'. While 8.34% women respondents have not answered. This shows that mostly women (66.67%) don't like 'Delayed married'. Only small number (18.33%) women like 'Delayed married'.
4. Although, I have earlier stated this question but this question is slightly different. On the question form women respondents about marriage, only 26.67% women said "Yes" they did not married. While 60% women answered that they are married. 13.33% women respondents have not answered. This shows that mostly women (60%) were married. Only 26.33% out of 156 women's who have given response were not married.
5. In the view of women respondents on 'Postponed having children', only 18.33% women said "Yes" they postponed to have children. While 58.33% women answered that they have not postponed having children. While 23.34% women respondents have not answered. This shows that mostly women (58.33%) have not postponed having children. Only small number (18.33%) women postponed having children.
6. In the view of women respondents on 'Decide not to have children', only 8.33% women said "Yes" they have decided not to have children. While 70% women answered that they to do not decide not to have children. While 21.67% women respondents have not answered. This shows that mostly women (70%) have in favor of to have children. Only small number (8.33%) was not in favor of to have children.
7. On the question form women respondents on 'relied on supportive spouse or partner', 50% women said "Yes" they have relied on supportive spouse or partner. While

43.33% women answered that they do not rely on supportive spouse or partner. While 6.67% women respondents have not answered. This shows that the working women (50%) have relied on supportive spouse or partner while according to 43.33% women they do not rely on supportive spouse or partner.

8. On the question form women respondents on 'work part time or flexible hours', 43.33% women said "Yes" they do like to work part time or flexible hours if they get opportunity. While 53.33% women answered that they do not like to work part time or they have no time or have not opportunity to work part time. While 3.34% women respondents have not answered. This shows that the women (43.33%) agree to work part time if they get opportunity to do work part time or flexible hours. 53.33% women either do not like to work part time or they have no time.
9. In the view of women respondents that 'worked at home', 56.67% women said "Yes" they would like to work at home. While 40% women answered that they do not like to work at home. While 3.33% women respondents have not answered. This shows that a large number of women (56.67%) have worked at home and also a sufficient number (40%) of women said that they have not worked at home.
10. On the question form women respondents on 'creating own business opportunities or become self employed for a period of time', 31.67% women said "Yes" they believe in creating own business opportunity or become self-employed for a period of time. While 43.33% women answered that they do not believe in creating own business opportunity or become self-employed for a period of time. This shows that only 31.67% women have believe in creating own business opportunity or become self-employed for a period of time. While a large percentage of women (68.33%) not believe in creating own business opportunity or become self-employed for a period of time.
11. On the question form women respondents on 'curtailed personal barriers opportunity or become self-employed for a period of time', 45% women said "Yes" they believe in curtailing personal barriers opportunity or become self-employed for a period of time.

While 51.67% women answered that they do not believe in curtailing personal barriers opportunity or become self-employed for a period of time. While 3.33% women respondents have not answered. This shows that sufficient percentage (45%) women believe in curtailing personal barriers opportunity or become self-employed for a period of time. While a much sufficient percentage of women (51.67%) do not believe in curtailing personal barriers opportunity or become self-employed for a period of time.

12. On the question form women respondents on 'perused personal interests e.g. fitness, hobby, community involvement', 48.33% women said "Yes" they perused personal interests. While 51.67% women answered that they do not believe perused personal interests. This shows that sufficient percentage (48.33%) women perused personal interests. While a much sufficient percentage of women (51.67%) have not perused personal interests.

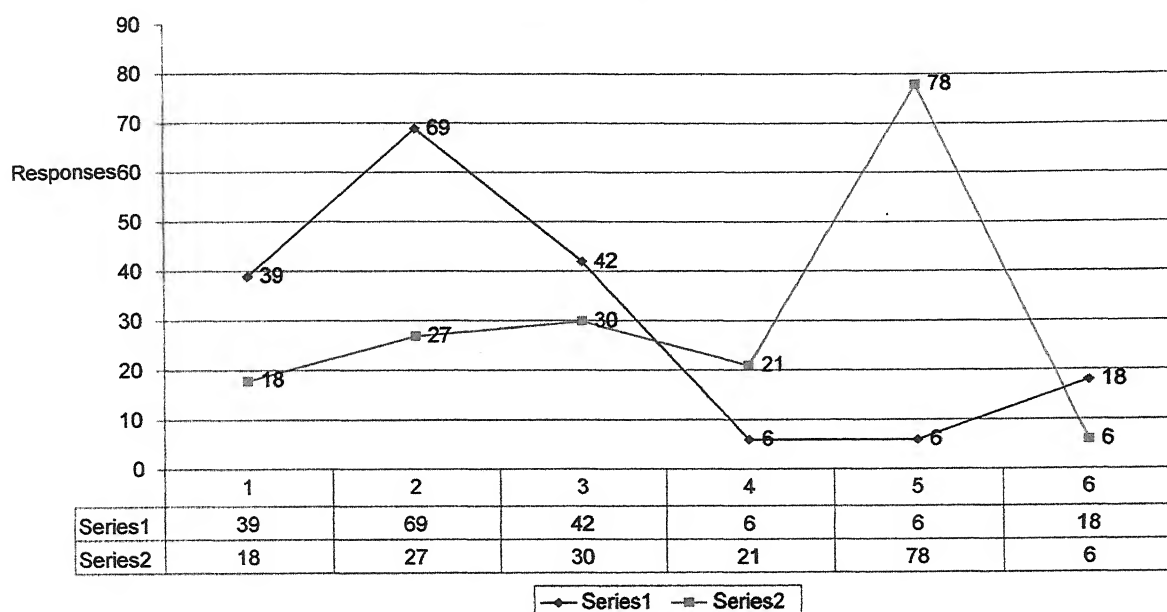
13. In the view of women respondents on 'developed strong interpersonal network out side the work', 48.33% women said "Yes" they developed strong interpersonal network out side the work. While 51.67% women answered that they do not developed strong interpersonal network out side the work. This shows that sufficient percentage (48.33%) women developed strong interpersonal network out side the work. While a much sufficient percentage of women (51.67%) have not developed strong interpersonal network out side the work.

CORRELATIONS

When I examined the correlations between some facts based on personal strategies and career advancement, the following outcomes have been seen after the analysis:

1. On examined the correlation between 'Academic qualification' and 'Professional qualification', it has been found that there is negative association ($r = -0.73$) between these two. It means that it is not necessary that the women, who have academic qualification, also will be professionally qualified.
2. On examined the correlation between 'women's who have understanding of organization and its culture' with 'their Developing skills,' It has been found the there is positive correlation between 'women's who have understanding of organization and its culture' and 'the Developing skills' ($r = 0.9346$). It means that understanding of organizational culture helps to the women executives to develop their skills.
3. In the same series, on examined the correlation between 'women having strong relationship with managers' and 'women taking challenging and visible assignment.' It has been found that there is positive correlation between the above two ($r = 0.8590$). It means that there is strong association between 'women having strong relationship with managers' and 'women taking challenging and visible assignment.'
4. Taking examined the correlation between 'women joining and participation in organizations' and 'women developing skills, it has been found that there is positive relation between the two above ($r = .6909$). It means that there is strong association between 'women joining and participation in organizations' and 'women developing skills.'
5. Also, on examining the correlation between 'women who gaining experience by making lateral moves' and 'women who making frequent job changes.' It has been found that there is negative association between these above two ($r = -0.28365$). It means that there is no association between 'women who gaining experience by making lateral moves' and women who making frequent job changes.'

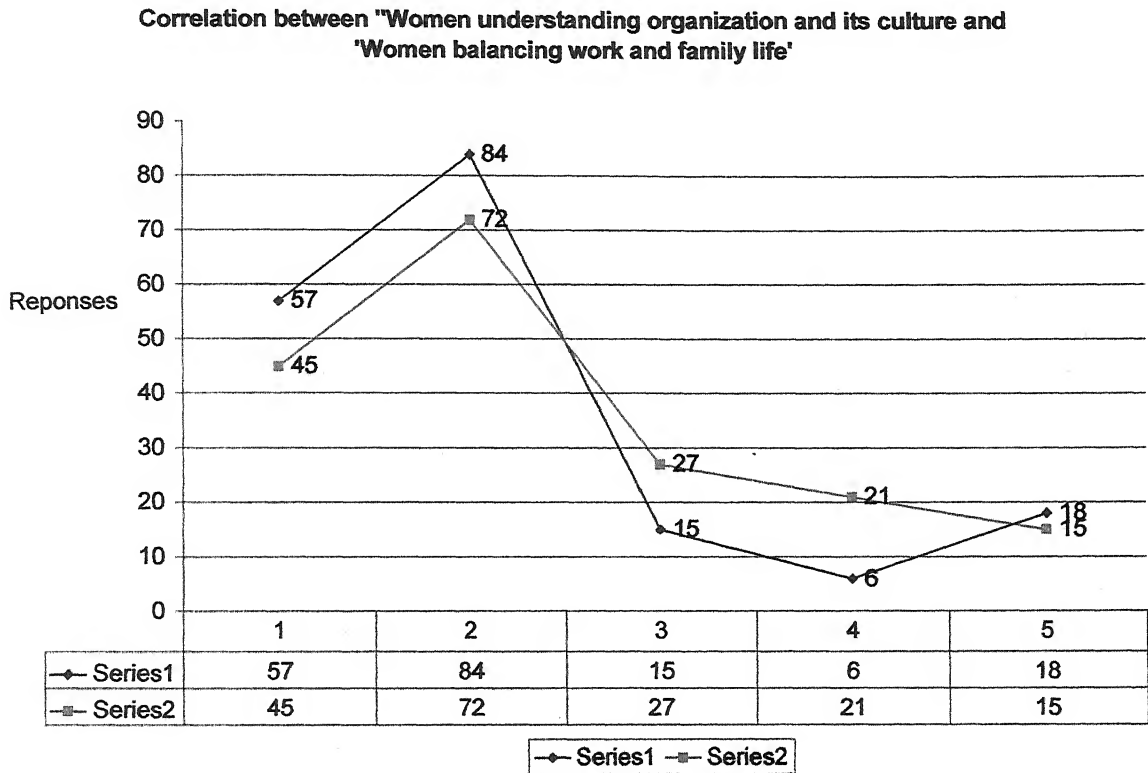
Figure No. 37: An example of Negative Correlation ($r = -0.28365$): Graphical Method.
Correlation between 'Women who gaining experience by making lateral moves'
and 'Women who making frequent job changes'



6. On examined the correlation between 'women learning from role models' and 'women pursuing placement in line rather staff', it has been found that there is positive correlation between the two above ($r = .8184$). It means there is strong association between 'women learning from role models' and 'women pursuing placement in line rather staff.'
7. On examining the correlation between 'employment equity policy' and 'top management support for the advancement of women to the highest levels in the organization', it has been found that there is positive relationship between the two above ($r = .7080$). It means that there is strong correlation between 'employment equity policy' and 'top management support for the advancement of women to the highest levels in the organization'
8. Lastly, on examined the correlation between 'women who have understanding of organization and its culture' and 'women balancing work and family life.' It has been found that there is positive correlation between the above two ($r = .9586$). It means that

there is strong association between 'women who have understanding of organization and its culture' and 'women balancing work and family life'.

Figure No. 38. An example of Positive Correlation ($r = .9586$): Graphical Method.



HYPOTHESIS: CHI-SQUARE (X^2) TESTING

Hypothesis: That there no is association between ‘the women who took a leave of absence form employer for personal of family related matters’ and ‘the women who relied on supportive spouse or partner.’

Table No.36 Relation between ‘Women took leave of absence for personal or family matter’ and ‘Relied on supportive spouse or partner.’

Choices made by Women Executive	Yes	No	Total
Took Leave of Absence for personal or family matter	93* (94.66)#	87 (85.34)	180
Relied on Supportive Spouse or Partner	90 (88.34)	78 (79.66)	168
Total	183	165	348

$X^2 = 0.127185$: Since the calculated value $0.127185 <$ the table value of Chi-square (X^2) at 5 degree of freedom = 7.815, so the above hypothesis/null hypothesis is accepted. **It means that there no is association between ‘the women who took a leave of absence form employer for personal of family related matters’ and ‘the women who relied on supportive spouse or partner.’**

Hypothesis: That there is no association between ‘the women getting connected and networking in personnel and professional levels with other successful women’ and ‘the women who ‘making frequent job changes.’

Table No. 37: Relation between the women in Networking and Making frequent job changes

Personal Strategies in Career Advancement	Very Strong Impact	Strong Impact	Moderate Impact	Little Impact	Very Little Impact	Total
Gaining Experience by Making Lateral Moves	398* (27.48)#	69 (46.02)	42 (35)	6 (13)	6 (40.5)	162
Making Frequent Job Changes	18 (29.52)	27 (49.71)	30 (37.29)	21 (13.98)	78 (43.5)	174
Total	57	96	72	27	84	336

* Shows Observed frequency

Shows Expected frequency

$\chi^2 = 98.045$: Since the calculated value $98.045 >$ the table value of Chi-square (χ^2) at 9 degree of freedom = 16.919, so the above hypothesis/null hypothesis is rejected. It means there is close association 'the women getting connected and networking in personnel and professional levels with other successful women' and 'the women who 'making frequent job changes.'

Hypothesis: That there is no association for women to 'findings a good mentor' and 'Keeping record of own accomplishments to discuss these during performance review.'

Table No. 38: Relation between Finding a good mentor & Keeping record of own

Personal Strategies in Career Advancement	Very Strong Impact	Strong Impact	Moderate Impact	Little Impact	Very Little Impact	Total
Finding a Good Mentor	39* (37.82)#	66 (66.57)	30 (37.82)	27 (22.70)	12 (9.08)	174
Keeping record of own accomplishments to discuss these during performance review.	36 (37.18)	66 (65.43)	45 (37.18)	18 (22.30)	6 (8.92)	171
Total	75	132	75	45	18	345

Test of Significance at 0 .05 (5%)

$\chi^2 = 6.884$: Since the calculated value $6.884 <$ the table value of Chi-square (χ^2) at 9 degree of freedom = 16.919, so the above hypothesis/null hypothesis accepted. It means there is no association for women to 'findings a good mentor' and 'Keeping record of own accomplishments to discuss these during performance review.'

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CHAPTER -8

BREAKING THROUGH THE GLASS CEILING: WOMEN IN MANAGEMENT

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About The Glass Ceiling

The term “glass ceiling” was coined in the 1970s in the United States to describe the invisible artificial barriers, created by attitudinal and organizational prejudices, barring women from top executive jobs. According to a new ILO report, “Breaking through the Glass Ceiling: Women in Management”, it’s an apt definition for an ongoing problem. And despite recent progress, the glass ceiling is still relatively intact.

Theories as to why the “glass ceiling” continues in corporate India are varied. Most research on the topic points to stereotypes, lack of efforts to recruit women, and lack of women in important pipeline position.

Women are better educated and hold more jobs worldwide than ever before. Yet most women continue suffer from occupational segregation in the workplace and rarely break through the so called “glass ceiling” separating them from top management and professional positions. A new ILO report says that while substantial progress has been made in closing the gender gap in managerial and professional jobs, for women in management it’s still lonely at the top.

The report says most female managers are still barred from the top levels of organizations worldwide, whether in the private, public or political sectors. Women hold less than 5 percent of the top jobs in corporations. And even when they manage to rise to the top, female executives nearly always earn less than men.

“Almost universally, women have failed to reach leading positions in major corporations and private sector organizations, irrespective of their abilities,” says ILO labor expert and report author Linda Wirth. “Women represent more than 40 percent of world’s labor force. Yet their share of management positions remains unacceptably low, with just tiny

proportion succeeding in breaking through the glass ceiling to obtain top jobs”(ILO Report, 1998).

Women in the professional service sector work in a wide variety of occupations: scientists, engineers, architects, lawyers, accountants, economists, statisticians, computer programmers and specialists, administrators and managers. Together with their male counterparts, they are well qualified, possess a high degree of technological know-how, and remaining in business and elsewhere, there is no need to invoke conscious (or subconscious) male-led conspiracies designed to deny women opportunities for achievement. Whatever the objective merits or shortcomings of the different goals selected by men and women, the reality of those differences provides a sufficient explanation for most situations. Business which continues to hire only males for top level positions out of a desire to maintain a “good old boys” environment will – in free society- eventually find themselves at a competitive disadvantage with rivals who promote more competent, “underpaid” females to do the same kind of work. “There is a ‘glass ceiling’ in the middle of the ladder leading to the top, and it cannot be seen. ‘But when women run into it they bump their heads and cannot move beyond it without the women’s movement (Nora Frenkiel, 1984).”

Richard Martell and Christopher Parker identify stereotypes as a major barrier to women. They noted in the *Journal of Social Behavior and Personality* that women are perceived as “lacking the characteristics most needed to succeed and, consequently, were often judged to be less qualified than men (Richard Martell and Christopher Parker, 1998), and they identified at least one study from the 1980’s that showed that ‘characteristics of successful middle managers were more similar to descriptions of men than women” (Brian S. Moskal, 1997).

Factor contributing to the slow pace of change point to the maintenance of traditional views on men and women’s social and economic roles, even though in practice there have been far-reaching changes in women’s participation in the labor market. Such views stem largely from women’s primary responsibility for family care and welfare. They affect the choices made by men and women in terms of study courses and the type of jobs seek. At

the same time, educational systems, the mass media and recruitment and promotion procedures have often institutionalized certain gender biases and unwittingly continue to perpetuate discriminatory practices with regard to women.

Governments, enterprises and organizations have, over the years, explored ways of eradicating discrimination and ensuring gender equality. They have committed themselves to policies and programs to advance women workers. While these have met with varying degrees of success, they have undoubtedly had a positive impact, especially on younger generations of men and women. In many instances, developing detailed career plans for women within enterprises has been proven to be instrumental in ensuring equal opportunities in career progression. Special support through networks, coaching, mentoring and training has also been found to be effective in encouraging women and making them more visible. One of the greatest challenges, however, is still how to make the structures and dynamics within an organization more conducive and sensitive to gender equality concept and practice. Without such a watershed change from within, women will, in the years to come, continue to experience "glass ceilings" and "glass walls" an invisible barriers.

In long term, however, it can be expected that demographic and social trends will induce changes in societies and therefore, in organizations, with falling fertility rates and growing influx of women, the composition of the market will continue to be affected, pushing up the demand for skilled female. In an increasing number of companies, the growth in the proportion of qualified women should make them more visible, providing a base for the upward mobility of more women.

The government with longstanding commitment to ensuring more and better jobs for women today requires an energetic effort to promote gender equality in an increasingly competitive global economy and complex institutional frame works. Its constituents are often called on to respond too many, often shifting, priorities and needs. But unless there is recognition that equality is an essential pillar in the building of societies that are both socially and economically advanced, any progress will be, at participate in decision-making functions in all those entities relevant to economic development.

There is no doubt that significant progress has been achieved in the advancement of women over recent years, with their increasing movement into occupations, professions and managerial jobs previously held only by men. Women's access to education training continues to improve, providing them with the necessary qualifications to aspire to top jobs in the financial and business services. Governments, enterprises, workers' and women's organizations have poured much thought and energy into overcoming attitudinal and institutional discrimination, which bars women from certain jobs and hinders their career development. Yet for many the results fall short of expectations. Real obstacles remain and are often rooted in the way work itself is organized and the difficulties involved in reconciling work and family commitments. Current debates on managerial styles and approaches, together with the importance an increasing number of enterprises attach to attracting and retaining women in order to benefit from their qualifications and talent in a competitive environment could provide positive perspectives for increasing women's share of managerial jobs.

The proper avenue for victims of prejudice is to respect the very right which protects them: to seek change by persuasion, education, and argument; by working harder and producing more than those who discriminate against them; and by utilizing only nonviolent means to their noble ends. Better, yet, they can create their own business where women seeking executive positions are welcomed, not rejected. The need to realize, that the initiation of force is always wrong. The constructive power of demonstrating merit will—in the long run and despite personal prejudice—win out over the destructive actions of discrimination. Those who complain about the glass ceiling should keep in mind that glass can be shattered if one strikes it hard enough and long enough.

Women Executives: Still a rare breed

According to national surveys, women's overall share of management jobs rarely exceeds 20 percent. The higher the position, the more glaring the gender gap, in the largest and most powerful organizations the proportion of top positions going to women is generally 2 to 3 percent.

For example, a 1995 survey of the 70,000 largest German Companies found that only 1 to 3 percent of top executive and board members are women. In Brazil, a 1991 survey of Major Corporation revealed that only around 3 percent of top executive were women. In the United States women held only just over 2 percent at the higher-ranking corporate positions of 500 the largest companies (Fortune 500) in 1996.

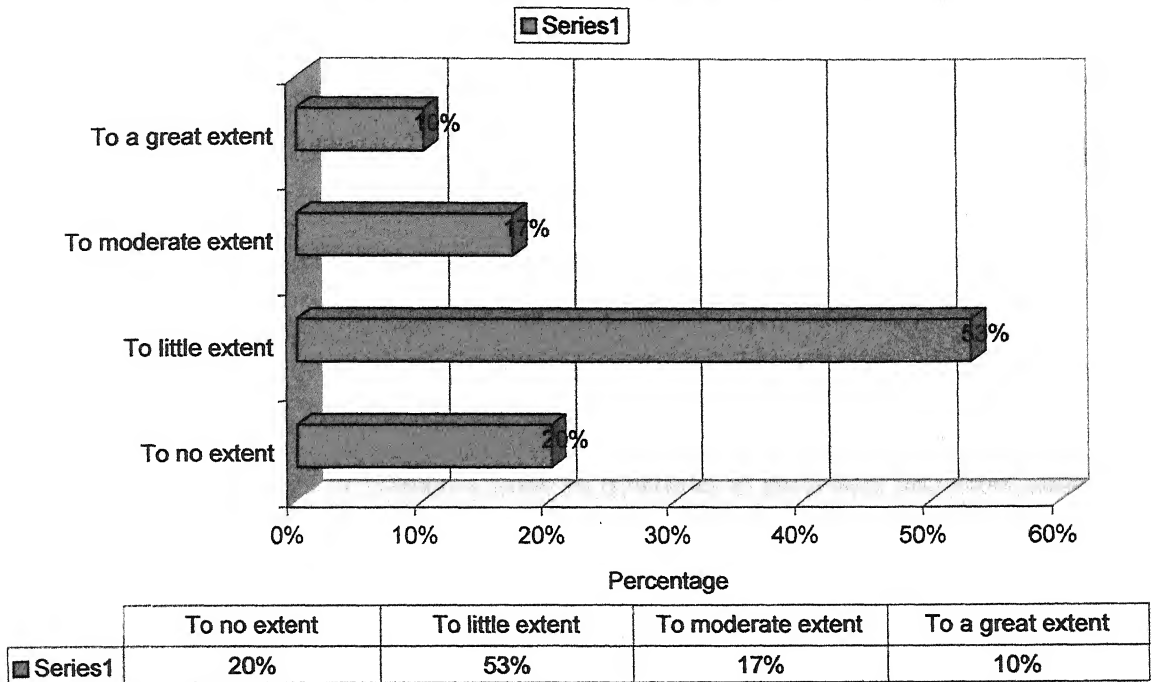
Myths: Some people say that there is invisible barrier or “Glass Ceiling” that hinders or excludes women from advancement to upper man positions.

The responses on the above question are quite interesting, the number of women respondents who said that there is little or at no extent invisible barriers or “glass ceiling” that hinders or excludes women from advancement to upper man positions, 53% Women respondents said that the glass ceiling exists in the hospitality industry at very little extent, while 20% women respondents said that there is no place of the “glass ceiling” in the hospitality industry presently. 17% women accept that the “glass ceiling” exists in the service sector company but to a moderate extent. Only 10% out of 180 respondents accepts that “glass ceiling” exists in the hospitality industry at a great extent.

This shows that mostly women do not agree, that glass ceiling in the hospitality sector is existing today with a great extent, but some of them accept it that it have it place in the industry at a very low extent. It also shows that the current scenario of India is changing rapidly, industry at a very low extent. It also the current scenario of India is changing rapidly, women have increasing their ratio in the every field of the corporate management as well as in corporate world.

Figure No.: 39

Some people say that there is invisible barrier or "Glass Ceiling" that hinders or excludes women from advancement to upper man positions.



The higher the position, the more glaring the gender gap

In terms of international comparisons of women in management, ILO data constitutes the most complete data set. However, one drawback of this data is that it also includes administrative workers, thus giving the impression that more women hold management jobs that is actually the case; just the same, statistics show that over time women are increasing their share in administrative and managerial work.

The assertion that an insufficient number of qualified women exist to fill more top jobs is rapidly becoming outmoded. While gender differences still exist in professional study choices, women worldwide are demonstrating their intellectual ability and are approaching the levels of men in educational attainment. They also gradually are increasing their share in scientific and technological studies, although their representation in engineering remains low.

Why Women Are Blocked?

The fact remains that it is the nature of women career paths that blocks their progress to top position. At lower management levels women are typically placed in non-strategic sectors, and in personnel and administrative positions, rather than in professional and line management jobs leading to the top. Often these initial disadvantages are compounded by women being cut off from networks, formal and informal, so essential for advancement within enterprises. It is notable that in large companies and organizations where women have achieved high-level managerial positional, these are usually restricted to those areas considered less vital and strategic to the organization such as human resource and administration.

For example, the increase in women's share of positions as personnel and labor relations managers in the United States was higher than in other areas of management, advancing from 21 percent in 1970 to 58 percent in 1991. In Finland, the proportion of personnel managers who are women increased dramatically, from 17 percent in 1970 to 70 percent in 1990. Women's career trajectory does not often provide for women to move at an early stage into strategic areas, such as product development or corporate finance allowing an upward movement to key executive positions in the pyramidal structure characteristic of large corporations. Sometimes, these barriers are referred as to "glass walls".

For women with family responsibilities, their upward movement may be hampered as they juggle time to devote to both career families. An important feature of professional and especially managerial work are the long working hours that seem to be required to gain recognition and eventual promotion. Part-time managers are rare breed and yet it seems virtually impossible to reconcile long hours with the demands of running a home and caring for children. As a result, in certain countries there are indications those women, more than men forgo marriage and children for the sake of their careers.

Current debates on more flexible managerial styles and approaches (with a view to maximizing human resource), together with the interest of enterprises in attracting and retaining qualified and talented women in a competitive environment, could provide positive perspective for increasing women's share of managerial jobs.

Governments, enterprise and organization have, over the years, committed themselves to policies and programs to advance women. While these have met with varying degrees of success, they have undoubtedly had a positively effect, especially on younger generations of men and women. Given women's increasing level of qualification and work performances, it might have been expected that they would have moved more quickly up the career ladder in recent years. This has not been the case, and for many the pace of change is just too slow. Participation in decision making is proving to be one of the most resistant areas yet for gender equality.

Nevertheless, in many instances, the development of detailed career plans within enterprises has been shown to be instrumental in promoting equal opportunities in career progression. Special support through networks, coaching, mentoring and training has also been found to be effective in encouraging women and making them more visible. Not only is specific action required to ensure that women careers are not stymied, but increasingly their opportunities will be enhanced by the creation of workforce which are more dynamic, flexible, value- diverse, are more people-oriented and family-friendly.

One of the greatest challenges that remain is how to make the structures and dynamics within organizations more conducive and sensitive to gender equality concepts and practice. This is particularly crucial in more environments where new management structures and work roles involve restructuring, downsizing, decentralization and delaying in the bid to be more globally competitive. Without such a watershed change from within firms and enterprises, women will, in the years to come, continue to experience "glass ceiling" and "glass walls" as invisible barriers to position of management.

More than 100 participants, mainly women, attended a tripartite meeting on breaking through the glass ceiling, held at ILO headquarters on 15 to 19 December 1997. Twenty countries were invited by the governing body to be represented by a tripartite national delegation. Observers from additional governments, as well as intergovernmental and non-governmental international organizations were also represented.

The discussion was wide-ranging, with a number of participants informing the meeting of various national initiatives to advance gender equality and promote women in management. The meeting discussed obstacles to women's career development, underlining that social and cultural biases were a major factor discriminating against women and holding them back from attaining higher-level jobs.

Such prejudices were often reflected in a subjective application of recruitment and promotion procedures and so there was a need to develop positive measures to counter the often-invisible barriers blocking women's careers. The meeting identified many complementary strategies to promote women in management, covering areas such as training, networking, mentoring, review of recruitment and promotion systems, family-friendly policies, awareness-raising, positive action, evolving enterprise culture, tripartite consultation, recognition of women's increasing economic role of governments, employers' workers' organizations and women's organizations in promoting gender equality and women in management. Participants underlined the importance of a tripartite approach and the strategic issue of ensuring more women in decision-making positions in the structures of organizations.

The conclusions adopted by the meeting emphasized the need for adequate tools and appropriate indicators for research on higher-equality issues and requested the ILO to collect data based on country definitions of women in management and to examine the feasibility of revising the international Standard Classification of Occupations so that comparative analysis can be conducted in this field.

Conclusions adopted by the participants at the tripartite meeting on Breaking through the Glass Ceiling: Women in Management recommended several strategies to promote women in management, including:

- Regulatory mechanism and legal frameworks to eliminate discrimination on grounds of sex;
- Affirmative action and guidelines to genuinely change attitudes, while taking existing diversities in account;

- The adoption of appropriate steps by enterprise, institutions and governments to ensure that employees are aware of obligations and rights, including those stemming from equal employment laws where applicable;
- The development of ways, which can include more flexible working hours, reduced hours of work and adequate child- and elder- care facilities, to enable both women and men to combine the building of a career and the rising of a family;
- Mentoring for women to provide advice and develop their professional skills;
- The appointment of corporate officers in the personnel departments of enterprises with responsibility for mentoring and promoting equal opportunities throughout the enterprise; and
- Access of women to business skills-training and entrepreneurship development to help run their own business.

The participants also emphasized the importance of employers' and workers' organizations appointing women to top positions in their own structures and the significant role of national tripartite commissions, where they exist, in promoting equal opportunities for men and women.

The Most Significant Barriers to Women Advancement in Management

Despite the career progress and achievements of many urban women in India, there are still several barriers that restrain many working women from aspiring to climb up the career path in organizations beyond a particular level. Family reasons as well as organizational demands become detrimental to both working women and their organizations which fail to tap the full potential of these experienced women, thereby becoming less productive themselves. (Sekarn Uma, 2000).

As earlier stated, Indian organizational systems are, by and large, quite sensitive to family values and accommodate working women with paid maternity leave, and all other available leave privileges such as sick leave, while the women their one or two children. However, the vast majority of the organizations are not flexible in terms of travel and transfers once women reach the management levels. Also, alternative work pattern arrangements such as

flexible work hours, job sharing, and the life, especially at the higher levels, are conspicuous by their absence of Indian organizations. Though male workers may not yearn for these facilities, they would be a boon to working women.

We will discuss these barriers and review consequences of women being compelled to make assertive compromise of the women executive in hotels. The legends taken here are:

(1) Strongly Agree (2) Agree (3) Indifferent (4) Disagree (5) Strongly Disagree

Table No. 39a.

The most significant barriers to women's advancement in Management

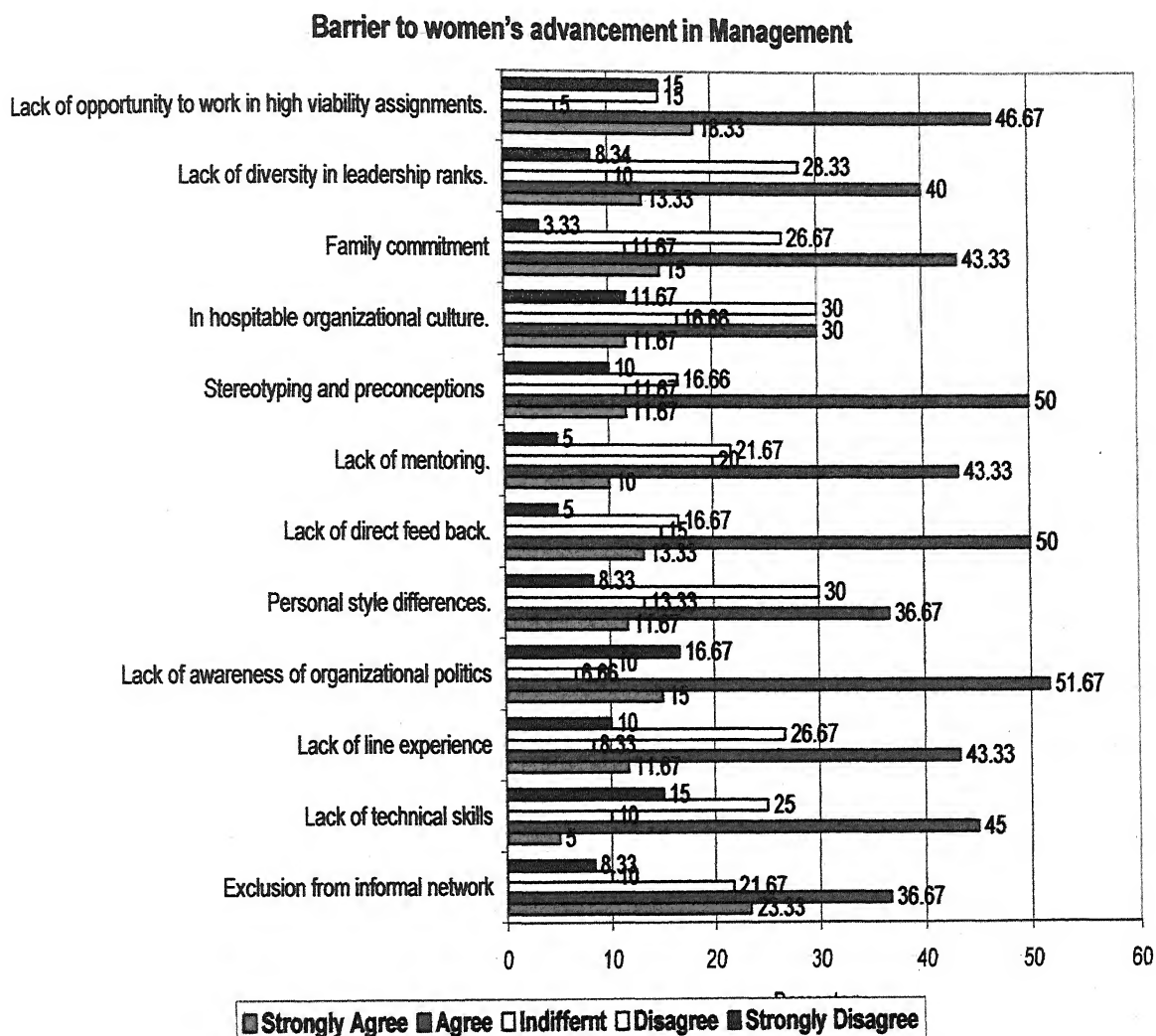
S.No.	Question asked	Response in Values (Women: 180)				
		(1)	(2)	(3)	(4)	(5)
1.	Exclusion from informal network	42	66	39	18	15
2.	Lack of technical skills	9	81	18	45	27
3.	Lack of line experience	21	78	15	48	18
4.	Lack of awareness of organizational politics	27	93	12	18	30
5.	Personal style differences.	21	66	24	54	15
6.	Lack of direct feed back.	24	90	27	30	9
7.	Lack of mentoring.	18	78	36	39	9
8.	Stereotyping and preconceptions regarding women's role and abilities.	21	90	21	30	18
9.	In hospitable organizational culture.	21	54	30	54	21
10.	Family commitment.	27	78	21	48	6
11.	Lack of diversity in leadership ranks.	24	72	18	51	15
12.	Lack of opportunity to work in high viability assignments.	33	84	9	27	27

Table No. 39b

The most significant barrier to women's advancement in Management

S. No.	Question asked	Percentage Response (Women: 180)				
		%(1)	%(2)	%(3)	%(4)	%(5)
1.	Exclusion from informal network	23.33	36.67	21.67	10	8.33
2.	Lack of technical skills	5	45	10	25	15
3.	Lack of line experience	11.67	43.33	8.33	26.67	10
4.	Lack of awareness of organizational politics	15	51.67	6.67	10	16.67
5.	Personal style differences.	11.67	36.67	13.33	30	8.33
6.	Lack of direct feed back.	13.33	50	15	16.67	5
7.	Lack of mentoring.	10	43.33	20	21.67	5
8.	Stereotyping and preconceptions regarding women's role and abilities.	11.67	50	11.67	16.67	10
9.	Inhospitable organizational culture.	11.67	30	11.67	30	11.67
10.	Family commitment.	15	43.33	11.67	26.67	3.33
11.	Lack of diversity in leadership ranks.	13.33	40	10	28.33	8.33
12.	Lack of opportunity to work in high viability assignments.	18.33	46.67	5	15	15

Figure No. 40



1. Exclusion from informal network

The responses on asking question from women executives about the exclusion from the informal network, mostly women respondents have accepted that they exclude themselves from informal network. Out of 180 women respondents 36.67% said that they are agreed with this statement and 23.33 again accept that they do not like to involve informal network nor they want to involve in this. 10% women respondent said they are disagree that they avoid informal network in the workplace, while 8.33% also deny the above statement that they have excluded themselves from the informal network. While 21.67% respondent do not answered.

This shows that the percentage of women executive is more who do not have technical skills, while the percentage of those women respondents is also large who have technical know-how. It means that the women executive who have the technical know-how, either they are engineers or have computer skills or may be some other. I can not explain here exactly their technical knowledge, because of long questionnaire and limited time given by them.

2. Lack of technical skills

The responses on asking question from women executives about their technical skills, mostly women respondents have accepted the fact that they feel lack of technical skills. Out of 180 women respondents 45% said that they are agreed with this statement and 5% again accept that they do not have sufficient technical skills. 25% women respondent said they are disagree that they do not have technical skills; while 15% also deny the above statement that they have lack of technical know-how. While 10% women respondent have not answered.

This shows that mostly women executive want to exclude themselves from the informal network with the organization. It means that either they have no extra time to involve in such type of informal networks due their family problems or they have not interest in such type of the activity.

3. Lack of line experience

The responses on asking question from women executives about their Line experience, mostly women respondents have accepted the fact that they feel lack of line experience about themselves. Out of 180 women respondents 43.33% said that they are agreed with this statement and 11.67% again accept that they do not have any type of line experience. 26.67% women respondent said they are disagree with the above statement that they do not have line experience; while 10% also deny the above statement that they have lack line experience in the organization. While 8.33% women respondent have not answered.

This shows that mostly women executive do not have line experience till now in any of the organization. It means that either they have not given the opportunity or they do not have

sufficient skill to perform the role at the top level or they have not interest in such type of the activity.

4. Lack of awareness of organizational politics

The responses on asking question from women executives about their awareness of organizational politics, mostly women respondents have accepted the fact that they have lack of awareness of organizational politics. Out of 180 women respondents 51.67% said that they are agreed with this statement and 15% again accept that they do not have such type awareness. 10% women respondent said they are disagree with the above statement that they do not have awareness of organizational politics; while 16.67% also deny the above statement that they have lack of awareness of organizational politics. While 6.67% women respondents were indifferent at this point.

This shows that mostly women executive do not have awareness of organizational politics. It means that either they have not given the opportunity or they do not have sufficient skill to involve in the organizational politics or they do not have interest in such type of the activity.

5. Personal style differences

The responses on asking question from women executives about their personal style differences, mostly women respondents have accepted the fact that there exist personal style differences. Out of 180 women respondents 36.67% said that they are agreed with this statement and 11.67% again accept that they feel personal style difference within the organization. 30% women respondent said they are disagree with the above statement that they do not feel such type of personal difference within the organization; while 8.33% also deny the above statement that they feel such personal style differences. While 13.33% women respondents were indifferent at this point.

This shows that women executive partially agree with above statement and partially do not agree with personal style difference with in the organization. It means that in future there will not be any place for personal style difference among men and women.

6. Lack of direct feed back

The responses on asking question from women executives about the direct feed back in the organization, mostly women respondents have accepted the fact that there exists lack of direct feed back in their organization. Out of 180 women respondents 50% said that they are agreed with this statement and 13.33% again accept that they have never taken direct feed back within the organization. 16.67% women respondent said they are disagree with the above statement that they do not have direct feed back in their hotel; while 5% also deny the above statement that they have lack of direct feed back in their organization. While 15% women respondents were indifferent at the above point.

This shows that mostly women executive have direct feed back with in the hotel in which they are working. It means that the organizations/hotels do not follow the direct feed back polity, especially within the women employees

7. Lack of mentoring

The responses on asking question from women executives about mentoring, mostly women respondents have accepted the fact that there exists lack of mentoring. Out of 180 women respondents 43.33% said that they are agreed with this statement and 10% again accept that they feel lack of mentoring within their organization/hotel. 21.67% women respondent said they are disagree with the above statement that they do not have mentorship within the organization; while 5% also deny the above statement that they have lack of mentorship within the organization. While 20% women respondents were indifferent at this point.

This shows that more than 50% women executive agree with above statement that they have lack of mentoring within their organization. Only 26% women respondents have accepted that they have mentor. It is clear from the above fact that the scope of mentorship within the organization have increased with in past few years especially in service sector industries.

8. Stereotyping and preconceptions regarding women's role and abilities

The responses on asking question from women executives about the stereotyping and preconceptions regarding women's role and abilities in the organization, mostly women respondents have accepted the fact that there exists stereotyping and preconceptions

regarding women's role and abilities in their organization. Out of 180 women respondents 50% said that they are agreed with this statement and 11.67% again accept that feel stereotyping and preconceptions regarding women's role and abilities within the organization. 16.67% women respondent said they are disagree with the above statement that they do have such type of things in their hotel; while 10% also deny the above statement that there exists stereotyping and preconceptions regarding women's role and abilities in their organization. While 16.67% women respondents were indifferent at the above point.

This shows that the existence of the stereotyping and preconceptions regarding the women's role and abilities is still exists with in the organizations. We have to wait for that time when these types of differences will come to the end.

9. Inhospitable organizational culture

The responses on asking question from women executives about organizational culture, Is there exists inhospitable culture within organization, a sufficient number of women respondents have accepted the fact that there exist personal style differences. Out of 180 women respondents 30% said that they are agreed with this statement and 11.67% again accept that there exists inhospitable organizational culture within the organization. 30% women respondent said they are disagree with the above statement that they feel that there exists inhospitable organizational culture within the organization; while 11.67% also deny the above statement that they feel such type inhospitable organizational culture in their workplace. While 11.67% women respondents were indifferent at this point.

This shows that women executive partially agree with above statement and partially do not agree with the statement that there exists inhospitable organizational culture with in the organization. It means that there are still exists gender differences among men and women in industries.

10. Family commitment

The responses on asking question from women executives about family commitment, mostly women respondents have accepted the fact that there exists the condition of family commitment with in job period or before joining the job. Out of 180 women respondents

43.33% said that they are agreed with this statement and 15% again accept that they face the problem of family commitment within their organization/hotel. 26.67% women respondent said they are disagree with the above statement that there exists the condition of family commitment within the organization; while 3.33% also deny the above statement that they face family commitment within their organization. While 11.67% women respondents were indifferent at this point.

This shows that more than 50% women executive agree with above statement that they face the problem such as family commitment during the job period within the organization. It is clear from the above fact that the problem such as family commitment for women employees exists in organizations but have decreases in past few years especially in service sector industries.

11. Lack of diversity in leadership ranks

The responses on asking question from women executives about leadership skills, mostly women respondents have accepted the fact that there exists lack of diversity in leadership ranks in their organization. Out of 180 women respondents 40% said that they are agreed with this statement and 13.33% again accept that they feel lack of diversity in leadership ranks within the organization/hotel. 28.33% women respondent said they are disagree with the above statement that there is lack of diversity in leadership ranks within the organization; while 8.33% also deny the above statement that they feel lack of diversity in leadership ranks within their organization. While 10% women respondents were indifferent at this point.

This shows that more than 50% women executive agree with above statement that they feel lack of diversity in leadership ranks the organization. It is clear from the above fact that the problem of diversity in leadership ranks for women employees are still exists. But some changes have taken place in past few years especially in service sector industries.

12. Lack of opportunity to work in high viability assignments

Lastly, the responses on asking question from women executives about the opportunity to work in high viability assignments, mostly women respondents have accepted the fact that they feel lack of opportunity to work in viability assignments. Out of 180 women

respondents 46.67% said that they are agreed with this statement and 18.33% again accept that they have lack of opportunity to work in high viability assignments. 15% women respondent said they are disagree with the statement that they have lack of opportunity to work in high viability assignments; while 15% also deny the above statement that they do not have opportunity to work in high viability assignments. While 5% women respondent have not answered.

This shows that mostly women executive feel that they do not have the opportunity to work in high viability assignments within the organization. This forces us to accept the fact that "glass ceiling" still exists within the organizations.

ORGANIZATIONAL CULTURE AND GLASS CEILING: WORKING WITHIN ORGANIZATIONS

A considerable volume of research exists on organizational cultures, and a number of studies have focused on the negative impact organizational cultures can have on women in management positions. The phenomenon that has received most attention is that of the "glass ceiling" that a woman can encounter when she makes a move from middle into senior management (Davidson and Cooper, 1992). The experience of many women has been that, where this invisible barrier exists, it seems to result from the influence of male colleagues. Men are perceived to retain sexist practices and may not be comfortable working with women as members of a peer group. The ingrained corporate thinking can influence their behavior and, in its most severe manifestation, result in bullying. In turn, this can have a negative effect on women, leading them to doubt their abilities in the face of strong criticism and, perhaps, result in a re-evaluation of their goals. Views have been expressed that breaking through to senior management may require a "sledgehammer" to shatter this invisible yet very real barrier. A senior British woman diplomat who left the Foreign Office commented that her male colleagues spoke about her in sexist ways. She noted that when a woman is in favor, she is called "formidable," but when she is out of favor, the label is "strong-willed" (or worse) (Parsons, 1996).

Much of the research into the glass ceiling has been carried out in business corporations in the U.S. However, experience indicates that the major organizational barriers identified by

one researcher, who studied conditions in the private sector, are also to be found in the public sector. The organizational barriers include:

- A lonely and non-supportive working environment
- A perception that views differences between men and women as being negative
- An exclusion of people from group activities because of their differences
- A failure to help individuals prepare for a management role and to balance work/personal life issues
- A lack of organizational awareness or savvy (Morrison, 1992).

The other responses from the women respondent about the glass ceiling or barriers that exists in the organizations and restrain women's from going to top positions.

Lack of recruitment and opportunities for advancement are the reason most women tend to cite for the glass ceiling. According to Federal Glass Ceiling Commission, one of the most common reasons women identify for their under representation in top positions is "lack of good faith efforts" to recruit them (Ida L. Castro, 1997).

Among the other qualities in which women outpaced men were being task-oriented, analytical, and controlled. Women were also found to stay on top of their work more closely than men and were more likely to deliver projects on time. Moreover, women's failure to move up in the corporate word is not because they don't work hard. Surveys show that women executive work as many hours a week as comparable to men and are less likely to refuse to relocate (Rene Redwood, 1996).

Table No. 40a.

Glass Ceiling in Hospitality Industry

S. No.	Question Asked	Responses in Percent			
		(1)	(2)	(3)	4)
1.	What extent do you feel a "Glass Ceiling" Exist in your Company?	34	96	30	18
2.	Do you believe pay inequality exists between males and females on the same credentials in your Place of employment?	39	78	45	18
3.	To what extent you say that the positions of women in "Corporate Management" in India have much improved in some recent years.	87	63	18	12
4.	To what extent are you satisfied with this statement that women have broken all the barriers that keep away women's from rising to top executive positions;	9	39	48	84

Table No. 40b.

Glass Ceiling in Hospitality Industry

S.No.	Question Asked	Responses in Values			
		%(1)	%(2)	%(3)	%(4)
1.	What extent do you feel a "Glass Ceiling" Exist in your Company?	20	53.33	16.67	10
2.	Do you believe pay inequality exists between males and females on the same credentials in your Place of employment?	21.67	43.33	25	10
3.	To what extent you say that the positions of women in "Corporate Management" in India have much improved in some recent years.	48.33	35	10	6.67
4.	To what extent are you satisfied with this statement that women have broken all the barriers that keep away women's from rising to top executive positions;	5	21.67	26.67	46.66

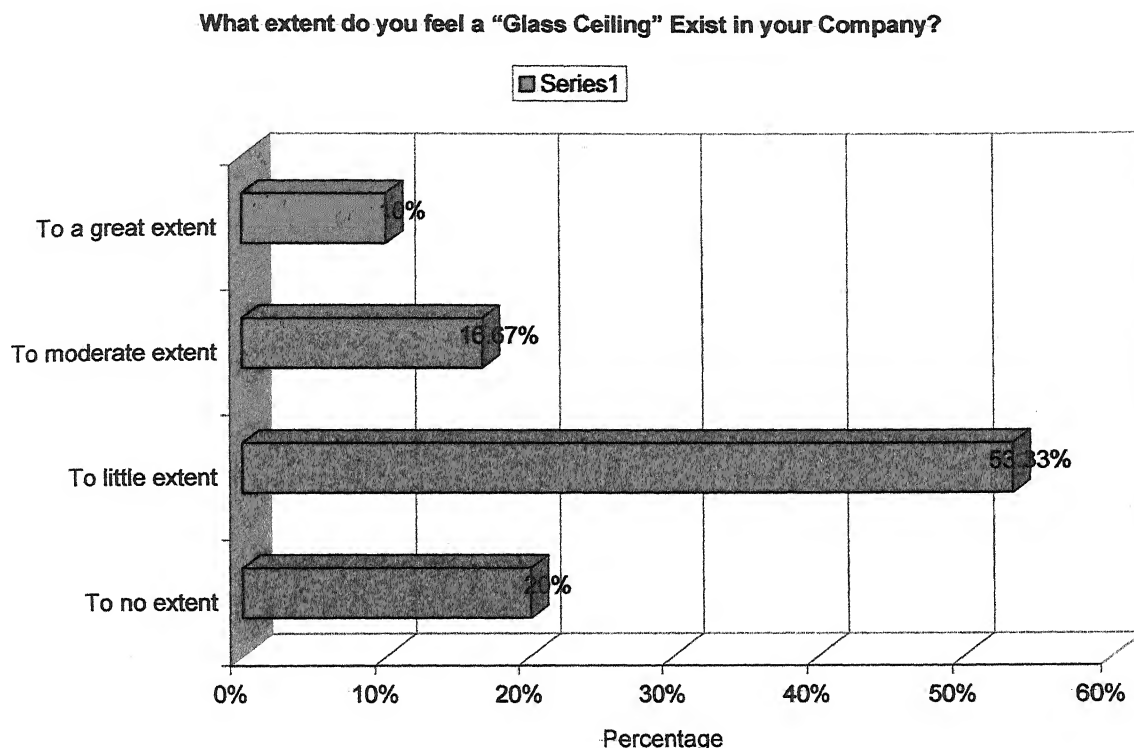
The legend give in the table above indicates:

(1) To no extent (2) To little extent (3) To Moderate extent (4) To a great extent

What extent do you feel a "Glass Ceiling" Exist in your Company?

1. On the question form women respondents in the hotels that "Do they feed that the glass ceiling exists in the hotel in which they are working. Only 20 % women respondents said glass ceiling have no place in their organization, while 53.33% out of 180 women respondents accept that glass ceiling exists but to a little extent. And 16.67% women executive also accept the fact the glass ceiling still exists in the various organization but to

Figure No. 41

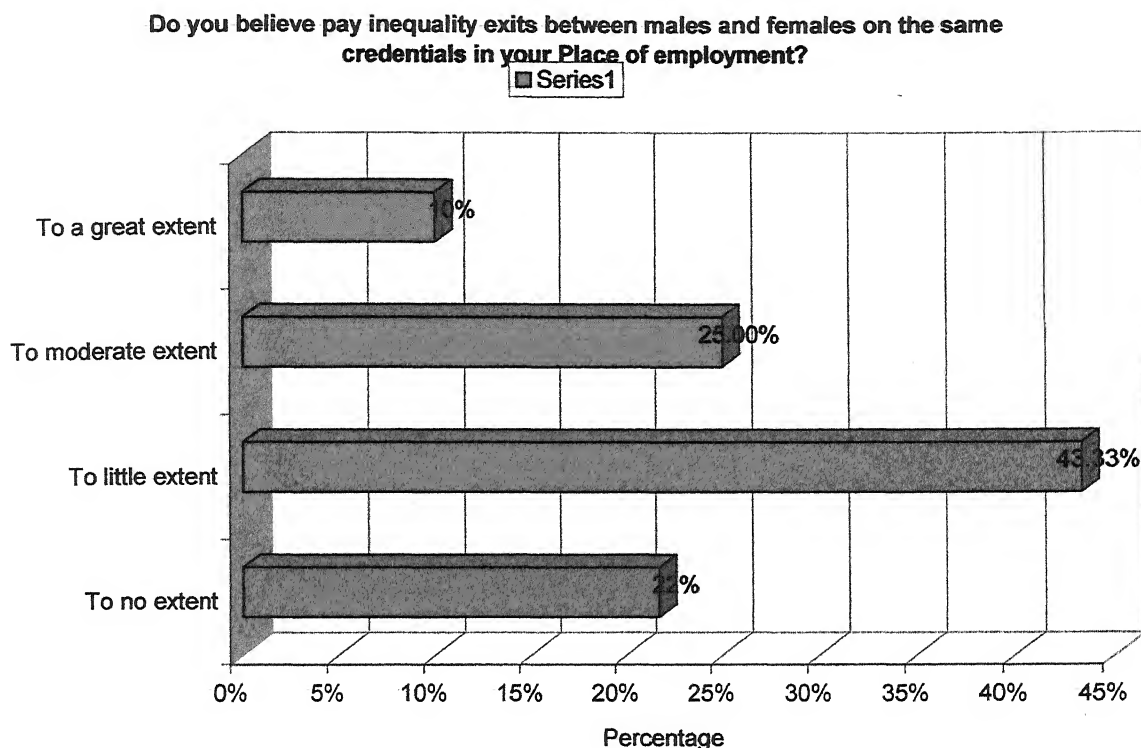


moderate extent. Only 10% i.e. 18 women respondent accept that the glass ceiling exists in the hospitality industries at a great extent.

Do you believe pay inequality exists between males and females on the same credentials in your Place of employment?

2. On the question form women respondents in the hotels that "Do they believe pay inequality exists between male and females on the same credentials in your place of employment. Only 21.67 % women respondents said that pay inequality between male and female have no place in their organization, while 43.33% out of 180 women respondents accept that pay inequality exists in the hospitality industries but to a little extent. And 25% women executive also accept the fact the inequality between male and female employees still exists in the various organization but to moderate extent. Only 6.67% out of 180

Figure No. 42



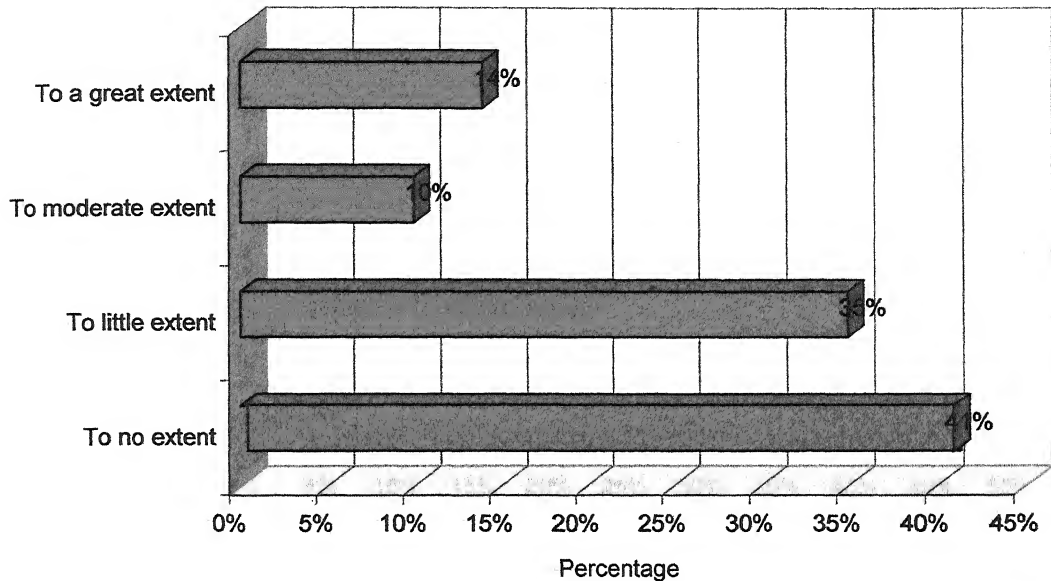
women respondent accept that pay inequity exists between male and females on the same credential in the hospitality industries at a great extent.

To what extent you say that the positions of women in “Corporate Management” in India have much improved in some recent years.

3. On the question form women respondents in the hotels that “To what extent they believe that the position of women in corporate management in India have much improved in some recent years. 41 % women respondents said that they feel that at no extent the position of women in corporate management have increases in India, while 35% out of 180 women respondents accept that the position of women’s in corporate management in India have increased but to a little extent. And 10% women executives also accept the above fact but to moderate extent. Only 14% out of 180 women respondent accept the position of women in corporate management in India have much improved in some recent years.

Figure No. 43

Position of women in corporate Management in India has much improved in some recent Years.



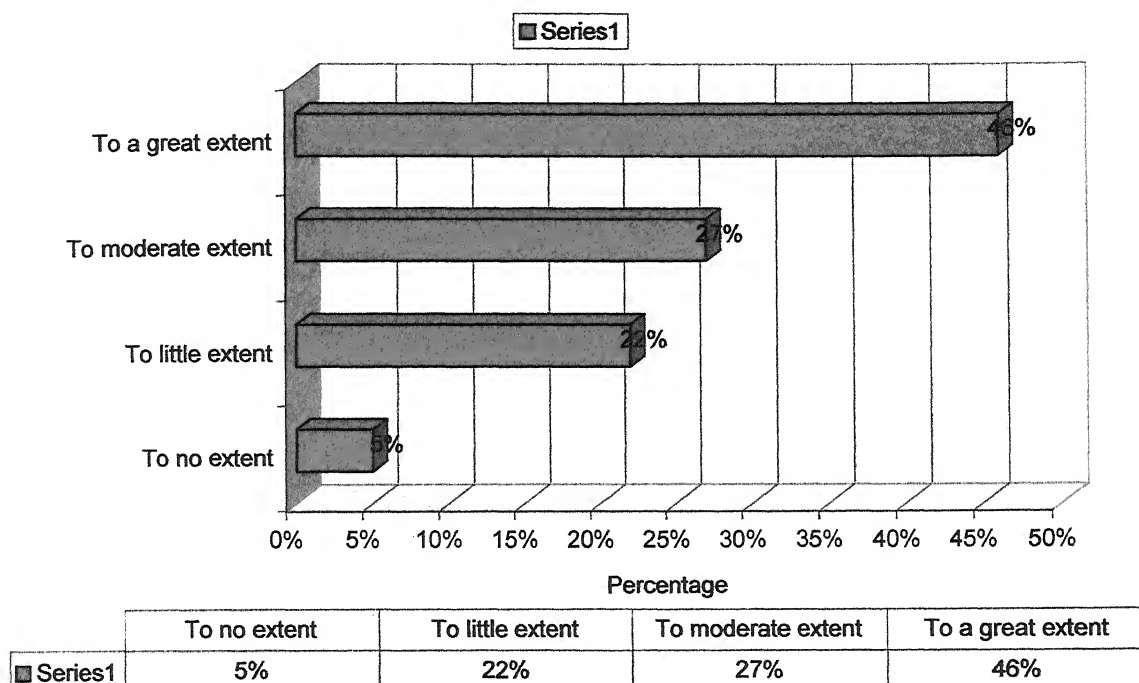
	To no extent	To little extent	To moderate extent	To a great extent
■ Series1	41%	35%	10%	14%

To what extent are you satisfied with the statement that women have broken all the barriers that keep away women's from rising to Top Executive positions

4. The responses from the women respondents on the question that women have broken all the barriers that keep away women's from rising to top executive position is quite interesting. 46% women executives said that women have broken the glass ceiling /barriers that keep away women's from rising to top executive positions and 27% women accepts that women have done it to the moderate extent. Although 22% women respondents out of 180 total women respondents accept that women have broken barriers to a little extent. Only 5% women respondents think that the barriers that keep away women's from rising to top executive positions still exists.

Figure No. 44

Women have broken all the barriers that keep away women's from rising to Top Executive positions.



This shows the barriers that keep away women's from rising to the top executive position rarely exist in corporate India as well as the corporate world in present time.

GENDER AND GLASS-CEILING

Recent research is reviewed, and the unique aspects of the hospitality industry are emphasized and their influence on gender and communication is explored. Specific communication behaviors, and strategies for addressing common problems of communication between men and women, are then presented from a symbolic/culture view with the goal of improving communication between genders in the hospitality workplace (Brownell, J. (2001)).

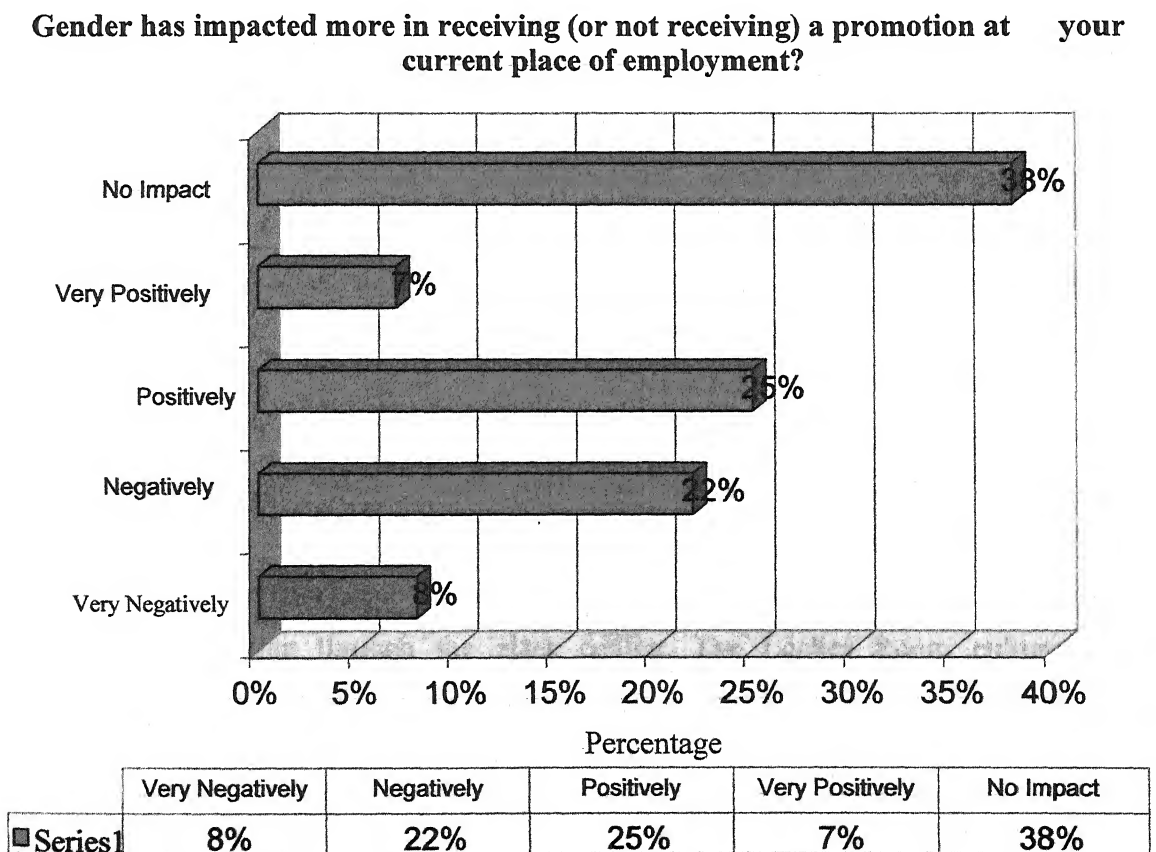
Images of the hospitality industry include wine glasses, whirlpools, bathrobes and breakfast trays—symbols of romance, of feeling good, of sensuality. Because sociability and attractiveness are valued and emphasized, attention is drawn to employees' gender identities. A "sexualized" work environment is more likely to encourage and draw attention to gender-specific behaviors.

The symbolic/culture approach was used as a framework for understanding unique aspects of the hospitality industry and their impact on gender and communication. From this perspective, communicative behavior creates gender as it creates other organizational realities. While it is through interaction with others that employees learn what gender means within a specific organizational framework, gender itself is a significant variable in influencing individual perceptions (Brownell, J., 2001).

Gender has impacted more in receiving (or not receiving) a promotion at your current place of employment?

The responses from the women respondents on the question that gender has impacted more

Figure No. 45



in receiving or not receiving a promotion at your current place of employment is quite interesting. 25% women executives accept the fact that it is true that gender has impacted

positively in receiving or not receiving a promotion at their working place, and 7% women respondent also accepted that gender had impacted very positively impacted in receiving (or not receiving) a promotion in their current place. While 22% women executive decline the above statement on gender discrimination, and 8% women respondents also decline the above statement which states that gender has impacted more in receiving or not receiving a promotion at their current or previous workplace. An another group of 38% women said there is no impact on receiving or not receiving promotion within the hospitality industry or any other industry to being a women

This shows that the percentage of the women respondents is more who accept that gender has no impact on their promotion within the organization. Only a small number women respondent said that gender has impacted negatively or very negatively in receiving or not receiving a promotion at their current workplace.

Few organizations are consciously aware of their culture and it is seldom addressed in organizational induction programs. Newly appointed managers may be left to try and understand what really makes the organization work, where the centers of power reside, and the informal networks that influence decision making. If the woman manager is the sole woman working at her level, she may be excluded from the informal discussions and interaction that help to understand the true culture of the organization.

It is then perhaps not surprising that one type of an organizational culture which women find stifling is that in which "macho management" is operated. Macho management operates in a male-dominated organizational culture that researchers liken to a male "locker room." Many women who have moved into senior management will experience this type of culture when breaking through the glass ceiling. The Locker Room culture is an exclusionary culture where men build relationships that share common assumptions, agreements, and habits. Frequent references are made to male sports, and sexual comments confirm their heterosexuality. Dominant body language is used to draw attention to individuals during meetings. At its worst, women are encouraged to be "Superwomen," and they do this at a great risk to themselves. The "Smart Macho" manager feels under great pressure to be competitive and to reach performance targets such that they discriminate

against those who cannot keep up (G. Edward Evans, Patricia Layzell Ward, and Bendik Rugaas).

Research carried out in the U.K. has identified other variants of behavior patterns in male-dominated cultures. The "Gentleman's Club" views the woman as being the homemaker and the man as the natural breadwinner. This view can affect selection procedures and conditions of work and childcare. The management is civilized and polite. Male managers who are courteous, humane, and paternalistic keep women in their place. They ask about the employee and her family. Women who conform are accepted. It is the experience of most women who break through the glass ceiling that they have to manage the Club-and watch their back for gossip from men and women.

Another type of management culture found in hierarchical organizations is the "Barrack Yard." This is a bullying culture where supervisors intimidate and ignore subordinates. Usually, a small group, which can be vicious and use its power, accordingly, dominates this culture. Such behavior would not be tolerated in a woman (Maddock and Parkin, 1994).

The deeply entrenched hierarchies that dominate most organizations are not restricted to gender hierarchies - they encompass hierarchies of position, professional qualifications, age and class, to name only a few. These hierarchies continue to exist even in seemingly open and unstructured organizations and constitute a major barrier to equitable relations between the people who work in them. Because women are generally concentrated at the lower end of most hierarchies, change in the direction of gender equity and equality creates more space for everyone in the organization to participate in organizational processes.

The major responsibility for restructuring organizations rests with those who exercise the greatest power and control. At one level, these are the senior managers, who decide both the content and process of its functioning. As in most other organizations, the senior managers are mostly men. At another level, all the men in the organization - including those at lower levels in the hierarchy - are more powerful than the women. This is because the structures and systems of the organization have been designed largely to suit the needs and priorities of men, who are also represented in greater numbers in decision-making at critical levels.

A strategy to build an empowering organization must therefore act simultaneously at several levels. It must create the space and opportunity for the informed involvement of those who are presently at the margins (women and those who are at the lower levels in the hierarchy) and build their capacities to intervene in and influence agenda-setting and decision-making. It must also create new structures and new systems that make it easier for those who are at the top of the hierarchy (senior managers and men) to share their power.

The process of gendered organization development must create an environment conducive to reflection and analysis which goes beyond gender issues. People should be able to identify and own the areas where organizational practice falls short of or contradicts organizational values. A good way to facilitate this is to ask sub-groups within the organization to look at their own work, identify the gaps and find ways to address them. This can then be matched with feedback from other sub-groups, and an action plan evolved.

A team-based approach can be a central strategy with enormous potential - it can lead to the enhancement of people's capacities to own and take responsibility for their own work. This process can be systematically supplemented by the development of skills in interpersonal communication, feedback, group processes and inter-group processes. The culture of the organization can thus shift in a collaborative and supportive manner, where confrontations are used creatively to move towards more effective functioning. Senior management and division heads would need to take on a central role in the process.

One of the questions which inevitably come up in the course of gender mainstreaming in organizations, is whether such a strategy over-privileges women, regardless of their professional capabilities. This is an issue which must be addressed transparently. Gender mainstreaming creates opportunities for women and men at all levels to participate as equals in agenda-setting and decision-making within the organization. A mainstreaming strategy also builds in support for women to move into spaces and roles from which they have hitherto been excluded. Women, as much as men, can feel threatened by the demands of such a process of change. It would be naive to presume that gender biases are the only determining factor in career progression within the organization. It is important to help individuals to examine their own experiences and perceptions of exclusion and privilege,

and differentiate between those which stem largely from gender inequality and inequity, and those which reflect differences in competence and performance (United Nations Development Program (UNDP)).

Gender bias is a worldwide phenomenon, but it is especially pernicious in the third world, where most of women's activities take place for the purpose of house hold consumption. With a hue and cry for gender equality, this powerful and perfectionist male image and resulting suppressed emotional needs, have also started targeting women. On one side, women have become more hardworking, educated, loyal, dedicated, responsible and effective workers; on the other hand, dual role of housewives and career women imposes a great strain on them (Rishi Parul, 2005).

On summarizing, we can say that women have finally reached parity with men- not just by breaking through glass ceiling, but finally being in corporate promotional attire.

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CHAPTER -9

RESULT AND DISCUSSIONS

Key Findings and Conclusion

Recommendations

Limitations

CHAPTER -9

KEY FINDINGS

- The result shows that out of 180 women respondents, 25% women belong to Upper level executives, 33.33% women belong to Upper middle level executives, 20% women belong to middle level executives and 13.33% women belong to lower level executive in the hotels. While, 8.34% women respondents have not taken to interest towards this query.
- The percentage of the women at managerial position was 46.67%. While, only 8.33% women are of that category which is involved in both planning and managerial activity. Women executives from the operational level have also a sufficient number that is 60 out of 180 women executives i.e. 33.33%. A quite sufficient number of women also belong from the category of others, such as secretary, receptionist, stenographer, etc. that comes other than managerial activity. No single women respondents were found from the category of 'the top level executive' under the survey of conducted on 180 women in hotels.
- Women executive of the junior executive scale Rs 5000-10,000 are to be 30% of the total 180 women respondents. Besides this 15% of the salary range Rs. 10,001-15,000; 10% from the category 15,001-20,000; 11% from the category of 20,001-25,000. It is notable here that 66.67% women are of the salary range from Rs.5001-25,000. It means that only 30.33% women executives in the hospitality industry belong to the salary range from above Rs. 25,000 and below Rs. 70,000.
- No single respondent is found below the graduate, the numbers of graduate women were 138 in 180 women executives, i.e. 76.67%. And the number of the women belong to post graduate category (till 2005) are 42 out of 180 women respondents, i.e. 23.33%.

- There are only 24 (13.33%) women executives found who said 'Yes' there parents own a business remaining 156 (86.67%) women respondents answered 'No'. It means that there are only few women families who come under the category of business family background.

- Out of 180 women respondents, only 137 have given response, there are 48 respondents (27% of 180 women) or 35% of 137 are having bachelor degree in hotel management but the number form post graduate in hotel or tourism management is very less i.e. only 4 women's (3%) out of 137 respondents or (2% out of 180 respondents). The respondents who have their post graduate degree/or diploma in management have a quite sufficient number, there are 33 women out of 180 (18%) who have done their post graduation in management. I also found that there are 13 women (7% of 180 women) out of 137 have their graduation, in business administration. Thirty seven out of 180 women (22%) have from the category of 'any other qualification' such as diploma in secretarial practices, diploma in shorthand; some were electrical engineer or diploma in human resource etc.

- A large number of the women respondents belong to the age group 20-24 years and 25-29 years, their respective percentage were 27.67% and 28.33%, i.e. I have found that there are 99 women executives out of 180, are of the age group 20-29 (56%). No single women were found of the category below the 20 years and above 55 years. The second category in which the women respondents have maximum numbers were 35-39 years, 30 women (16.67%) out of 180 (total surveyed women) belong to this category. Each 5% women belong to the age group 45-49 years and 50-54 years. Approximately 7% women were found of the category of above 40 -44 years.

- The percentage of women who were satisfied with advancement to the hotel were 76.67% and women executive who answered that it have moderate impact, were 16.67%. It means mostly women executives were satisfied with their advancement with the hotel.

- The percentage of women who were satisfied with the opportunity to move into better job in the hotel was 68.33% and women executive who answered that it have moderate impact, were 21.67%. It means mostly women executives were satisfied with the opportunity to move in to better job in this organization.
- The percentage of women who were satisfied with the training & development in the hotel were 75% and women executive who answered that it have moderate impact, were 10%. It means mostly women executives were satisfied with the training & development in their work place/hotel.
- The percentage of women who were satisfied with the opportunity for new training & development in their hotel were 66.67% and women executive who answered that it have moderate impact, were 20%. It means mostly women executives were satisfied with the opportunity for new training & development in the hotel.
- The percentage of women who were satisfied with the 'help receive from immediate manager or supervisor to advance in the hotel', were 71.67% and women executive who answered that it have moderate impact, were 15%. It means mostly women executives were satisfied with the help receive from their immediate manager or supervisor to advance in the hotel.
- The percentage of women who were satisfied with the opportunities for better compensation in the hotel were 66.67% and women executive who answered that it have moderate impact, were 20%. It means mostly women executives were satisfied with the opportunities for better compensation in the hotel.
- The percentage of women who were satisfied with the compensation considering duties and responsibilities in the hotel were 61.67% and women executive who answered that it have moderate impact, were 20%. It means mostly women executives were satisfied with the compensation considering duties and responsibilities in the hotel.

- The percentage of women who were satisfied with the compensation received compared to the same job in another hotel were 56.67% and women executive who answered that it have moderate impact, were 20%. It means majority of women executives were satisfied with the compensation compared to same job in another hotel.
- The women who accept, there is strong impact on personnel strategies and career advancement of women's through having right career plan at personal and professional levels were more i.e. 70%. It means having right career plan have strong impact on personal strategies in career advancement on women.
- The percentage of women, who accept, there is strong impact on personnel strategies and career advancement of women through having clear goals directions & priorities was 70% same as above. It means having clear goals directions & priorities have strong impact on personal strategies in career advancement on women.
- That the percentages of women are who accept, there is strong impact on personnel strategies and career advancement of women through having strong relationship with peers was 66.67%. It means having strong relationship with peers in the organization have strong impact on personal strategies in career advancement of women.
- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through having strong relationship with managers was 70%. It means having strong relationship with peers in the organization have strong impact on personal strategies in career advancement of women.
- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through taking challenging and visible assignment was 81.67%. It means having strong relationship with peers in the

organization have strong impact on personal strategies in career advancement of women.

- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through keeping record of own accomplishments to discuss these during performance review was 56.67% and of having moderate impact was 25%. It means keeping record of own accomplishments to discuss these during performance review in the organization have strong impact on personal strategies in career advancement of women.
- The percentage women are more who accept, there is strong impact on personnel strategies and career advancement of women through understanding the organization and its culture was 78.33%. It means understanding the organization and its culture have very strong impact on personal strategies in career advancement of women.
- The percentage women who accept, there is strong impact of personnel strategies and career advancement on women employees through learning from other people within organization culture was 83.33%. It means learning from other people within organization culture have very strong impact on personal strategies in career advancement of women.
- The percentage women are more who accept, there is strong impact of personnel strategies and career advancement on women employees through developing skills within or outside organization was 78.67%. It means 'developing skills' very strong impact on personal strategies in career advancement of women.
- The percentage women are more who accept, there is strong impact of personnel strategies and career advancement on women employees through 'balancing work and family life' was 65%. This shows that 'balancing the work and family life' have strong impact on the personal strategies and career advancement of women executives.

- The percentage women who accept, there is strong impact of personnel strategies and career advancement on women employees through gaining experience by making lateral moves within or outside the organization was 60%. It means gaining experience by making lateral moves within or outside the organization have very strong impact on personal strategies in career advancement of women.
- The percentage women who answered, there is very little or little impact on personnel strategies and career advancement of women employees through making frequent job changes was 55%. It means making frequent job changes have very little impact (can say negative impact) on personal strategies in career advancement of women.
- The percentage women who answered, there is strong impact on the personnel strategies and career advancement through getting connected and networking in personnel and professional levels with other successful women was 45% and the women who accept that there is moderate impact was 23.33%. It shows the increasing effect of the networking in the organizations within women employees.
- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through finding a good mentor was 58.33% and women executive who answered 'moderate impact', was 16.67%. It means finding a good mentor in the organization have strong impact on personal strategies in career advancement of women.
- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through joining and participation in organization was 61.67% and women executive who answered that it have moderate impact, was 18.33%. It means joining and participation in organization have strong impact on personal strategies in career advancement of women.
- The shows that the percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through attending trade

shows and professional conference was 53.33% and women executive who answered that it have moderate impact, was 30%. It means attending trade shows and professional conference in organization have strong to moderate impact on personal strategies in career advancement of women.

- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through being conscious of trade in the economy and in your particular industry was 48.33% and women executive who answered as moderate impact, were 40%. It means being conscious of trade in the economy and in your particular industry have strong impact as well as moderate impact on personal strategies in career advancement according women of hospitality sector.
- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through changing attitude form 'Victim' mentalities to power mentality' was 66.67% and women executive who answered that it have moderate impact, was 25%. It means changing attitude form 'Victim' mentalities to power mentality' have strong impact on personal strategies in career advancement of women.
- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'pursuing placement in line rather than staff' were 60% and women executive who answered that it have moderate impact, were 25%. It means 'pursuing placement in line rather than staff' in organization have strong impact on personal strategies in career advancement according to women respondents.
- The percentage women are more who accept there is strong impact of personnel strategies and career advancement on women employees through learning from role models within or outside with organization was 70%. It means learning from role models have very strong impact on personal strategies in career advancement of women.

- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'Top management support for the advancement of women to the highest levels in the organization' was 58.33% and women executive who answered that it have moderate impact, was 28.33%. It means 'Top management support for the advancement of women to the highest levels in the organization' have strong impact on personal strategies in career advancement as per women respondents.
- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'Employment equity policy' in organization were 45% and women executive who answered that it have moderate impact, were 25%. It means 'Employment equity policy' in organization have strong to moderate impact on personal strategies in career advancement of women.
- The percentage women who accept, there is strong impact on personnel strategies and career advancement of women through 'Advancement management program' were 61.66% and women executive who answered that it have moderate impact, were 25%. It means 'Advancement management program' have strong impact on personal strategies in career advancement of women.
- The percentage women are who accept, there is strong impact on personnel strategies and career advancement of women through 'Being Married' in hospitality industry were 41.66% and women executive who answered moderate impact, were 30%. It means 'Being Married' have strong impact as well as moderate impact on personal strategies in career advancement according to women of hospitality sector.
- The percentage women are more who answered; there is moderate (33.33%) or little/very little impact (43.34%) of personnel strategies and career advancement on women employees through 'Being Single'. It means 'Being Single' have little to moderate impact on personal strategies in career advancement of women.

- Out of 180 women respondents 76.67% women said they would like to employ outside service for domestic help. Only 20% women answered that they do not like to hire outside domestic service. This shows that working women always prefer outside domestic service such as home cleaning, washing etc.
- There is approximately equal ratio (51.67%:48.33%) of the women respondents who like to take leave of absence or do not like to leave of absence from employer for personal or facility related matters.
- Mostly women (56.67%) don't like to employ external childcare service. Only small number (33.33%) women like to employ external childcare service.
- A large number of women (66.67%) don't like to use home child service. Only small number (23.33%) women like to use home child service.
- A large percentage of women also (66.67%) don't like 'Delayed married'. Only small number (18.33%) women like 'Delayed married'.
- The majority of women respondents (60%) were married. Only 26.33% out of 156 women's who have given response were not married.
- Mostly women (58.33%) have not postponed having children. Only small number (18.33%) women postponed having children. This shows the number of young married women is more in comparison to aged married women.
- Large number women (70%) have in favor of to have children. Only small number (8.33%) was not in favor of to have children.
- 50% women have relied on supportive spouse or partner while according to 43.33% women they do not relied on supportive spouse or partner.

- 43.33% women were agreed to work part time if they get opportunity to do work part time or in flexible hours. While 53.33% women either do not like to work part time or they have not time or they have not gotten any opportunity to work part time.
- A large number of women (56.67%) answered that they have worked at home. Also a sufficient number (40%) of women have said that they have not worked at home.
- Only 31.67% women have believe in creating own business opportunity or become self-employed for a period of time. While a large percentage of women (68.33%) do not believe in creating own business opportunity or become self-employed for a period of time.
- A sufficient percentage (45%) of women believes in curtailing personal barriers opportunity or become self-employed for a period of time. While a much sufficient percentage of women (51.67%) do not believe in curtailing personal barriers opportunity or become self-employed for a period of time.
- Sufficient percentage (48.33%) women perused personal interests. While a much sufficient percentage of women (51.67%) have not perused personal interests.
- A sufficient percentage (48.33%) women developed strong interpersonal network out side the work. While a much sufficient percentage of women (51.67%) have not developed any strong interpersonal network out side the work.
- The number of women respondents who said that the there is little or at no extents invisible barriers or "glass ceiling" that hinders or excludes women from advancement to upper man positions, 53% Women respondents said that the glass ceiling exists in the hospitality industry at very little extent, while 20% women respondents said that there is no place for the "glass ceiling" in the hospitality industry presently. 17% women accept that the "glass ceiling" exists in the service

sector companies but to a moderate extent. Only 10% out of 180 respondents accepts that “glass ceiling” exists in the hospitality industry at a great extent.

- Out of 180 women respondents 36.67% said that they are agreed with this statement that they avoid informal network, and 23.33% again accept that they do not like to involve informal network nor they want to involve in this. 10% women respondent said they are disagree with the statement that they avoid informal network in the workplace, while 8.33% also deny the above statement that they have excluded themselves from the informal network. While 21.67% respondent do not answered.
- Out of 180 women respondents 45% said that they are agreed with this statement that they have ‘Lack of technical skills’ and 5% again accept that they do not have sufficient technical skills. 25% women respondent said they are disagree that they do not have technical skills; while 15% also deny the above statement that they have lack of technical know-how. While 10% women respondent have not answered.
- Out of 180 women respondents 43.33% said that they are agreed with this statement that they have ‘Lack of line experience’, and 11.67% again accept that they do not have any type of line experience. 26.67% women respondent said they are disagree with the above statement that they do not have line experience; while 10% also deny the above statement that they have lack line experience in the organization. While 8.33% women respondents have not answered.
- Out of 180 women respondents 51.67% said that they are agreed with this statement that they have ‘Lack of awareness of organizational politics’ and 15% again accept that they do not have such type awareness. 10% women respondent said they are disagree with the above statement that they do not have awareness of organizational politics; while 16.67% also deny the above statement that they have lack of awareness of organizational politics. While 6.67% women respondents were indifferent at this point.

- Out of 180 women respondents 36.67% said that they are agreed with this statement that there is difference in personal style difference and 11.67% again accept that they feel personal style difference exists within the organization. 30% women respondent said they are disagree with the above statement that they do not feel such type of personal difference within the organization; while 8.33% also deny the above statement that they feel such personal style differences. While 13.33% women respondents were indifferent at this point.

- Out of 180 women respondents 50% said that they are agreed with this statement that there is direct feed back in their hotel and 13.33% again accept that they have never taken direct feed back within the organization. 16.67% women respondent said they are disagree with the above statement that they do not have direct feed back in their hotel; while 5% also deny the above statement that they have lack of direct feed back in their organization. While 15% women respondents were indifferent at the above point.

- Out of 180 women respondents 43.33% said that they are agreed with this statement that there is 'Lack of mentoring' and 10% again accept that they feel lack of mentoring within their organization/hotel. 21.67% women respondent said they are disagree with the above statement that they do not have mentorship within the organization; while 5% also deny the above statement that they have lack of mentorship within the organization. While 20% women respondents were indifferent at this point.

- Out of 180 women respondents 50% said that they are agreed with this statement that there exists stereotyping and preconceptions regarding women's role and abilities in hotel and 11.67% again accept that they feel stereotyping and preconceptions regarding women's role and abilities within the organization. 16.67% women respondent said they are disagree with the above statement that they feel such type of things in their hotel; while 10% also deny the above statement that there exists stereotyping and preconceptions regarding women's role

and abilities in their organization. While 16.67% women respondents were indifferent at the above point.

- Out of 180 women respondents 30% said that they are agreed with this statement that there exists inhospitable organizational culture within the organization. and 11.67% again accept that there exists inhospitable organizational culture within the organization. 30% women respondent said they are disagree with the above statement that they feel inhospitable organizational culture within the organization; while 11.67% also deny the above statement that they feel such type inhospitable organizational culture in their workplace. While 11.67% women respondents were indifferent at this point.
- Out of 180 women respondents 43.33% said that they are agreed with this statement that they face the problem of family commitment within their organization/hotel. And 15% again accept that they face the problem of family commitment within their organization/hotel. 26.67% women respondent said they are disagree with the above statement that there exists the condition of family commitment within the organization; while 3.33% also deny the above statement that they face family commitment within their organization. While 11.67% women respondents were indifferent at this point.
- Out of 180 women respondents 40% said that they are agreed with this statement that they feel lack of diversity in leadership ranks within the organization/hotel. And 13.33% again accept that they feel lack of diversity in leadership ranks within the organization/hotel. 28.33% women respondent said they are disagree with the above statement that there is lack of diversity in leadership ranks within the organization; while 8.33% also deny the above statement that they feel lack of diversity in leadership ranks within their organization. While 10% women respondents were indifferent at this point.

- Out of 180 women respondents 46.67% said that they are agreed with this statement that they have lack of opportunity to work in high viability assignments. And 18.33% again accept that they have lack of opportunity to work in high viability assignments. 15% women respondent said they are disagree with the statement that they have lack of opportunity to work in high viability assignments; while 15% also deny the above statement that they do not have opportunity to work in high viability assignments. While 5% women respondent have not answered.

- Only 20% women respondents accept glass ceiling have no place in their organization, while 53.33% out of 180 women respondents accept that glass ceiling exists but to a little extent. And 16.67% women executive also accept the fact the glass ceiling still exists in the various organization but to moderate extent. Only 10% i.e. 18 women respondent accept that the glass ceiling exists in the hospitality industries at a great extent.

- Only 21.67 % women respondents said that pay inequality between male and female have no place in their organization, while 43.33% out of 180 women respondents accept that pay inequality exists in the hospitality industries but to a little extent. And 25% women executive also accept the fact the inequality between male and female employees still exists in the various organization but to moderate extent. Only 6.67% out of 180 women respondent said that pay inequity exists between male and females on the same credential in the hospitality industries at a great extent.

- Out of 180 women 41 % women respondents said that they feel that at no extent **the position of women in corporate management have increases in India**, while 35% out of 180 women respondents accept that the position of women in corporate management in India have increased but to a little extent. And 10% women executives also accept the above fact but to moderate extent. Only 14% out of 180 women respondent accept the position of women in corporate management in India have much improved in some recent years.

- Out of 180 women 46% women executives said that **women have broken the glass ceiling /barriers that keep away women's from rising to top executive positions** and 27% women accepts that women have done it to the moderate extent. Although 22% women respondents out of 180 total women respondents accept that women have broken barriers to a little extent. Only 5% women respondents think fully that the barriers that keep away women's from rising to top executive positions still exists.

- Out of 180 women's 25% women executives accept the fact that it is true that **gender has impacted positively in receiving or not receiving a promotion at their working place**, and 7% women respondent also accepted that gender had impacted very positively impacted in receiving (or not receiving) a promotion in their current place. While 22% women executive decline the above statement on gender discrimination, and 8% women respondents also decline the above statement which states that gender has impacted more in receiving or not receiving a promotion at their current or previous workplace. An another group of 38% women said there is no impact of gender on receiving or not receiving promotion within the hospitality industry or any other industry to being a women

CORRELATIONS

- It has been found that there is **negative association** ($r = -0.73$) between Academic qualification' and 'Professional qualification'. It means that it is not necessary that the women, who have academic qualification, also will be professionally qualified.

- It has been found the there is **positive correlation** between 'women's who have understanding of organization and its culture' and 'the Developing skills' ($r = 0.9346$). It means that understanding of organizational culture helps to the women executives to develop their skills.

- It has been found that there is **negative association** between 'women who gaining experience by making lateral moves' and women who making frequent job changes.'

($r = -0.28365$). It means that there is no association between 'women who gaining experience by making lateral moves' and women who making frequent job changes.'

- It has been found that there is **positive correlation** between 'women having strong relationship with managers' and 'women taking challenging and visible assignment' ($r = 0.8590$). It means that there is strong association between 'women having strong relationship with managers' and 'women taking challenging and visible assignment.'
- It has been found that there is **positive correlation** between 'women who have understanding of organization and its culture' and 'women balancing work and family life. ($r = 0.9586$). It means that there is strong association between 'women who have understanding of organization and its culture' and 'women balancing work and family life.'
- It has been found that there is **positive correlation** between 'women learning from role models' and 'women pursuing placement in line rather staff' ($r = 0.8184$). It means there is strong association between 'women learning from role models' and 'women pursuing placement in line rather staff.'
- It has been found that there is **positive correlation** between 'women joining and participation in organizations' and 'women developing skills.' ($r = 0.6909$). It means that there is strong association between 'women joining and participation in organizations' and 'women developing skills.'
- It has been found that there is **positive correlation** between 'employment equity policy' and 'top management support for the advancement of women to the highest levels in the organization' ($r = 0.7080$). It means that there is strong correlation between 'employment equity policy' and 'top management support for the advancement of women to the highest levels in the organization.'

CONCLUSION

It is obvious from the study that gender is one important issue in corporate India. While women executives have required qualification and experience for the jobs they engaged in their advancement to executive or corporate decision making body laded to gender and societal perceptions. Although the career path of the women in management is critically influenced by all these factors, a women executive has virtually no control over them in most industrial situations in India. The management of any organization must understand the implications of such factors on women's morale and motivation at the workplace.

Employment of women must not be based on gender but on merit. However, given the prevailing scenario and constrained work environment in which women executive have to work in organizations in India, they need to work harder than men and need also to prove their competence and capability more often than their men colleagues do. Obviously to be successful manager, women must also have sound health, physical and mental fitness, and a highly supportive family. Organizations in India must take holistic views of the work systems and job characteristics and their environment wherein women feel comfortable and motivated to offer services.

In today's industrial and business world, potential of both men and women needs to be effectively utilized and nurtured, so that organizations are benefited by the qualities and talents of both. Indian organizations must not ignore the aspect while formulating a policy on women participation in management.

Recently, there have been quite a large number of women organizations emerging in India. This is a healthy trend. Professional bodies such as the Association of women managers must come forward to carry out service studies and research on the pertinent gender issues.

In view of the existing scenario of women in management in general and the status of women executives in hospitality Industry, a number of relevant issue need to be considered in formulating and implementing appropriate strategies for making workplace better for women's executive in near future. There is no doubt that different barriers '**glass ceiling**'

prevent women from reaching top or top executive positions is reality and it becomes pertinent to know the magnitude of this problem in India.

The next important issue to know if a male executive feels comfortable working under female executive, these may be different kind of cultural barriers existing for women executives in India that prevent them from advancing to corporate leadership positions. These barriers as well as prejudices and cultural biases against women executives and their root cause need to be identified.

Women continue to do their roles primarily within the family in India. Through the women have now started working outside, it is more for maintaining a certain lifestyle than because of the certain lifestyles than because of the desire to have a career.

Women's representation to the top in other advantages; it send to message across to women workforce that there are opportunities for moving up to the top level. Women's representations to the top also have other advantages. For example, with increasing earning power and education, decision-making power both at home and in the workplace, women now constitute a major market segment. Probably, by women having top, a company can understand women's tests and preferences better, so that its effects can be focused to capture this segment.

Impact of tradition is dominant and visible as in the case of the status and role of Indian women. Family is the area in which the role of women is traditionally the most prominent. The role and position of women within their family are reflected in their activities in the family and they affect all the other members in the family. So, the family provides the most suitable area for examining the changes in women's status and role.

Education, employment and income together play a complementary role in empowering women.

Earning women have a greater role in taking decisions regarding education of children, career, marriage of children etc. if women too are employed and earn a decent salary; the

family is encouraged to send children to better schools with reasonably high fees. Financial security also helps to identify better marriages alliances. In the other words, Indian families and also the status of Indian women is still traditional.

It has proved with other researches also that biologically the female gene is stronger than the male gene. In addition, they have 40% more nerve connectors than men, which give them an edge in terms of performance, tolerance and intuitive thinking. Women are needed at the middle and top management levels because they think differently; they have a different attitude and newer and fresher dimensions of thought process. Behavioral studies have identified that in general, women have higher EQ (emotional quotient) that is linked to social and self-managerial skills. These skills are natural for Indian women as they are supposed to play a balancing and nurturing role in the family. This automatically leads to patience and empathy. They have acquired the required experience over the years by dealing with different emotions of the family members and managing home within budgetary constraints. Because of this they work better in teams, and tend to have more respect for team members' point of view.

Women managers style of functioning is different form that of men. They are more organized and have higher commitment levels. They also plan to their work more efficiently and more effectively in achieving results. Studies also show that unlike men, women tend to be more introspective when it comes to accepting a promotion or increment. Despite these facts, women in management often criticized that they lack effective leadership, communication, interpersonal and negation skills. They often intimidated, suppressed and discouraged from honing these skills.

Having discussed so far, it is important to say that, of late, there has been a gradual transformation in business organizations in India and women indeed climbing the corporate ladder, slowly but surely. Today women in management have undoubtedly excelled in all departments and every field of activity.

At the end, women will be chosen only if they add value to a company, in the era of corporate governance and strict accountability, skills and capabilities play an important

role in delivering responsibilities effectively. With many women joining the Indian workforce and moving ladder at a faster rate, India's score on this count remains to be seen.

RECOMMENDATIONS

In today's business world, potential of both men and women needs to be effectively utilized and nurtured, so that organizations are benefited by the qualities and talents of both. Indian organizations must not ignore this aspect while formulating a policy on women's participation in management. Although there are significant differences in perceptions between male and female in management on key gender issue in corporate India, such perceptual differences need to develop a healthy, creative and learning community within a corporation.

The research evidence obtained from this exploratory study suggests that further research is required in various industries to understand the behavior of women in managerial roles. The research requires sustained investigation in future research. These areas include effect of gender on job performance, perception of leader behavior by subordinates of either gender, influence of biographical and situational variables on leader behavior, job performance and effectiveness, personnel commitment on job, job satisfaction relation to variety and scope in the job, influence of balancing family and personal life, women and glass ceiling in organization. Therefore it is suggested that additional research should be conducted using large number of women in managerial positions employed in various industries at time to time.

- 1 Women in management need to be exposed to policies and procedures as followed at the corporate management level. They need to know how the top management thinks and make decisions in varied situations and under constraints.
- 2 The specific achievement of women in management in their work need to be recognized by the top management, and made known to all employees of the organization in a formal and professional manner.
- 3 Special training programs for career and leadership development for women executives should be a top priority for any progressive and forward looking management.

- 4 The management should formally launch a special recruitment program to hire and place women at senior management level in the organizations. This will result in establish gender equity in the course of time at executive or higher levels of the organization.
- 5 The techniques such as Job Rotation and Job Enrichment should be used quite effectively for increased job knowledge and improved managerial skills in various situations for women in management. This will help as direct positive consequences; enhance the capability of women in management.
- 6 Women in management should be provided with adequate and good child care facilities at their workplace. Whatever maybe the position of women executives in her organization, her role as living and caring mother cannot be undermined. Support in achieving the contemporary women's work and family life balance.
- 7 The review procedure in relation to status of women in management *vis-a-vis* the current issue concerning women should be periodically, systematically and scientifically should be undertaken by the management. This will show the level of commitment on the part of management towards gender issue.
- 8 Men and women executives should communicate with one another on existing gender differences in their organizations, and learn about the important issues affecting the work environment.
- 9 Quality of work environment for women managers with respect to several pertinent factors, such as policies relating to recruitment, retention, pay and advancement, physical environment, attitude of male managers and work organizational issues.
- 10 Societal talents and traits that women in management bring to their workplaces, such interactive and interpersonal skills and well planned mindset.

- 11 The factor that prevent women form advancing to corporate leadership positions, and all kinds of initiatives organizations may take to help them to advance to such positions.
- 12 Mentorship and Career guidance to enable the contemporary women to achieve her objectives.
- 13 Advancement opportunity programs conducive to the women's future expectations as well as industrial expectations.

LIMITATIONS

1. The finding of this study is wholly dependent on the accuracy of the responses from women respondents and the interests of the women respondents working in hospitality industries.
2. Although, I have taken the data of the sufficient number of the women respondents under the study but it cannot be said exactly that this number is sufficient to obtain the most accurate and satisfactory results.
3. Although, this research study covers a sufficient number of hotels (5-star, 4-star, and 3-star) under the wide area of survey i.e. Delhi and National Capital regions of India (included Gurgaon, Gaziabad, Faridabad, Noida, Greater Noida besides Delhi and New Delhi). Instead of this, I have also taken help for some questionnaire from outside the selected region i.e. Delhi and NCRs, to increase the number of women respondents/filled questionnaire to obtaining most accurate result. I have tried to find probably most accurate and reliable results but it can not be also said with confidence that this will produce most accurate results.

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ABBREVIATIONS

ANNEXURE

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- Others also: Unable to give name here.

ABBREVIATION

ADB	: Atithi Devo Bhavah
ADR	: Annual demand rate
ARRs	: Average rate of return
CIT	: Critical Incident Technique
CII	: Chamber of Indian Industries
CAGR	: Compounded annual growth return
CEDAW	: Convention on the Elimination of Discrimination against Women
EEO	: Equal employment policy
EEOC	: Equal Employment Opportunity Commission
ERA	: Equal rights amendment
EPZs	: Export Processing Zones
FHRAI	: Federation of Hotel & Restaurant Association of India
FIA	: Faridabad Industrial Association
HBS	: Hotel Benchmark Survey
IMF	: International monetary fund
IPC	: Indian Penal Code
IRDP	: Integrated Rural Development Program
JSE	: Johannesburg Stock Exchange
NCRs	: National capital Regions
NRI	: Non-Resident Indians
NOW	: National Organization for Women
Rev PAR	: Revenue per available room
SAS	: Scandinavian Airline Systems
STEP	: The Society of Trust & Estate Practitioners
TRYSEM	: Training of Rural Youth and for Self Employment

UNDP	: United Nations Development Program
UNDFM	: United Nations Development Fund for Women
WTTC	: World Travel and Tourism Corporation
EAs	: Employment Assurance
MWS	: Million Wells Scheme
DWCRA	: Development of Women and Children in Rural Areas
MITES	: A Govt. of India Enterprise, is a multi-disciplinary ISO-9001 Consultancy Organization with extension resource & ability to deliver results: Presently MITES has more than 35 on going projects in 13 countries.

QUESTIONNAIRE

A. General Section

1. Name of the Hotel.....
2. Category
 - a) 5 star deluxe
 - b) 5 star
 - c) 4 Star
 - d) 3 Star
 - e) 2 Star
 - f) Others
3. Name of Women Respondent.....
4. Please select the age range that best describe you:
 - (a) Under 20 years of age
 - (b) 20 to 24 years of age
 - (c) 25 to 29 years of age
 - (d) 30 to 34 years of age
 - (e) 35 to 39 years of age
 - (f) 40 to 44 years of age
 - (g) 45 to 49 years of age
 - (h) 50 to 54 years of age
 - (i) 55 to 59 years of age
 - (j) 60 years and above
 - (k) No answer
5. Your current marital status:
 - (a) Married
 - (b) Divorced
 - (c) Widowed
 - (d) Single Never Married
6. Academic Qualification:
 - (a) 10th
 - (b) 12th
 - (c) Graduate
 - (d) Post Graduate
 - (e) Doctorate
 - (f) Any Other
7. Professional Qualification:
 - (a) B.H.M. or related
 - (b) B.B.A.
 - (c) M.H.M / M.T.M. /M.T.T.M.
 - (d) M.B.A./P.G.D.M./P.G.D.B.M. OR related
 - (e) Any Other, Specify please:
8. Date of Joining (In Present Hotel).....
9. Length of service:
 - (a) In present Hotel.....
 - (b) Total in whole Life.....
10. Did one or both your parents own a business?
 - (a) Yes
 - (b) No
11. Ideally, would you recommend your children to?
 - (a) Enter in a Profession
 - (b) Work for another business
 - (c) Go into your business
 - (d) Decide for themselves
 - (e) Start their own Business
 - (f) Don't know / Not applicable

12. If you have a spouse/ partner, are you're the primary or sole wages earner in your household?
- (a) Yes, I am primary wage earner
 - (b) Yes, I am sole wage earner
 - (c) No, my spouse / partner is the primary wage earner
13. Do you have children?
- (a) Yes
 - (b) No
14. If so, How many?
- (a) One
 - (b) Two
 - (c) Three
 - (d) More
15. Present Gross Emoluments:
- (a) 5001-10,000
 - (b) 10,001-15000
 - (c) 15,001-20,000
 - (d) 20,001-25,000
 - (e) 25,001-30,000
 - (f) 30,001-35,000
 - (g) 35,001-40,000
 - (h) 40,001-45,000
 - (i) 45,001-50,000
 - (j) 50,001-55,000
 - (k) 55,001-60,000
 - (l) 60,001-65,000
 - (m) 65,001-70,000
 - (n) Above 70,000
16. Position in organizational hierarchy:
- (a) Top Executive
 - (b) Upper level Executive
 - (c) Upper middle level Executive
 - (d) Middle level executive
 - (e) Lower Middle level executive
17. Nature of Job:
- (a) Planning & Managerial
 - (b) Managerial
 - (c) Operational / Supervisory
 - (d) Other, Please specify.....
18. State the year in which you first entered in the job market.....
19. State the year in which you were appointed for your first executive position.....
20. Do, you think that your career would have progressed differently, If you were a man?
- (a) Yes
 - (b) No
21. Do, you have parenting responsibilities for any children, age 17 or under, who live with you at least part time and for whom you have financial obligations?
- (a) Yes
 - (b) No
 - (c) No answers / doesn't apply
22. Do, you have responsibilities for any extended family member, whether living with you or apart with you?
- (a) Yes
 - (b) No

B. 1.1 ADVANCEMENT: Opportunity and Programs

Please put tick mark in the appropriate box.

- Legend:**
- 1- Very satisfied
 - 2- Satisfied
 - 3- Neither satisfied nor dissatisfied
 - 4- Dissatisfied
 - 5- Very dissatisfied

S.No.	Question asked	Response				
1.	How satisfied are you with your advancement to this date in this hotel?	1	2	3	4	5
2.	How satisfied are you with your opportunity to move to better job in this organization?	1	2	3	4	5
3.	How satisfied are you with your training and development to date in the hotel?	1	2	3	4	5
4.	How satisfied are you with your opportunity for new training & development in this company/hotel. ?	1	2	3	4	5
5	How satisfied are you with the help you receive from your immediate manager or supervisor to advance in this hotel?	1	2	3	4	5
6.	How satisfied are you with your opportunities for better compensation in this hotel?	1	2	3	4	5
7.	How satisfied are you with your compensation considering your duties and responsibilities?	1	2	3	4	5
8.	How satisfied are you with your compensation compared to the same job in another company?	1	2	3	4	5

B. 1.2 ADVANCEMENT: Opportunity and Programs

1. Have you participated in or benefited from the mentoring program at any time in your career with this organization/hotel?

(a) yes (b) No (c) Don't know (d) No answer

2. If "Yes" how satisfied were you with the mentoring program?

- 1- Very satisfied
- 2- Satisfied
- 3- Neither satisfied nor dissatisfied
- 4- Dissatisfied
- 5- Very dissatisfied

3. Have you participated in or benefited from "Career Counseling" at any time in your career with the hotel?

(a) Yes (b) No (c) Don't know (d) No answer

4. If "Yes" how satisfied were you with career counseling?

- 1- Very satisfied
- 2- Satisfied
- 3- Neither satisfied nor dissatisfied

5- Very dissatisfied

5. Have you participated in or benefited from "Management or Leadership training" at any time in your career with the hotel?

- (a) Yes (b) No (c) Don't know (d) No answer

6. If "Yes" how satisfied were you with "Management or Leadership training"?

- 1- Very satisfied
- 2- Satisfied
- 3- Neither satisfied nor dissatisfied
- 4- Dissatisfied
- 5- Very dissatisfied

7. Have you participated in or benefited from "Support group(s) for women" at any time in your career with the hotel?

- (a) Yes (b) No (c) Don't know (d) No answer

8. If "Yes" how satisfied were you with "Support group(s) for women"?

- 1- Very satisfied
- 2- Satisfied
- 3- Neither satisfied nor dissatisfied
- 4- Dissatisfied
- 5- Very dissatisfied

9. Have you participated in or benefited from "Conference or forum to encourage advancement for women" at any time in your career with the hotel?

- (a) Yes (b) No (c) Don't know (d) No answer

10. If "Yes" how satisfied were you with "Conference or forum to encourage advancement for women"?

- 1- Very satisfied
- 2- Satisfied
- 3- Neither satisfied nor dissatisfied
- 4- Dissatisfied
- 5- Very dissatisfied

11. How would you assess the opportunities for women advancement to senior leadership positions in corporate management today as compared to 5 years ago?

- (a) Opportunities have improved greatly:
 - (i) Yes
 - (ii) No
- (b) Opportunities have improved somewhat:
 - (i) Yes
 - (ii) No
- (c) There has been no change in opportunities:
 - (i) Yes
 - (ii) No
- (d) Opportunities have declined somewhat:
 - (i) Yes
 - (ii) No
- (e) Opportunities have declined greatly:
 - (i) Yes
 - (ii) No

C. Choices you have made to balance career and personal life.

1. Employee outside services for domestic help (i.e. home cleaning, washing et.).
(i) Yes (ii) No
2. Took a leave of absence from employer for personal or family related matters.
(i) Yes (ii) No
3. Used external childcare services.
(i) Yes (ii) No
4. Used in home child services.
(i) Yes (ii) No
5. Delayed married.
(i) Yes (ii) No
6. Did not marry?
(i) Yes (ii) No
7. Postponed having children.
(i) Yes (ii) No
8. Decided not to have children.
(i) Yes (ii) No
9. Relied on supportive spouse or partner.
(i) Yes (ii) No
10. Worked part time or flexible hours.
(i) Yes (ii) No
11. Worked at home.
(i) Yes (ii) No
12. Created own business opportunities or become self-employed for a period of time.
(i) Yes (ii) No
13. Curtailed personal barriers opportunity or became self-employed for a period of time.
(i) Yes (ii) No
14. Perused personal interests (e.g. fitness, hobby, community involvement).
(i) Yes (ii) No
15. Developed strong interpersonal network outside of work.
(i) Yes (ii) No

D. Personal Strategies in Career Advancement

- Legends:**
- 1- Very Strong Impact
 - 2- Strong Impact
 - 3- Moderate Impact
 - 4- Little Impact
 - 5- Very Little Impact

S.No.	Question asked	Response				
1.	Having a right Career Plan.	1	2	3	4	5
2.	Having clear goals directions & priorities.	1	2	3	4	5
3.	Having strong relationship with peers in the organization.	1	2	3	4	5
4.	Having strong relationship with managers.	1	2	3	4	5
5.	Taking challenging and visible assignment.	1	2	3	4	5
6.	Keeping record of own accomplishments to discuss these during performance review.	1	2	3	4	5
7.	Understanding the organization & its culture.	1	2	3	4	5
8.	Learning from other people.	1	2	3	4	5
9.	Developing your skills.	1	2	3	4	5
10.	Balancing work & family life.	1	2	3	4	5
11.	Gaining experience by making lateral moves.	1	2	3	4	5
12.	Making frequent job changes.	1	2	3	4	5
13.	Getting connected and networking in personnel and professional level with other successful women.	1	2	3	4	5
14.	Finding a good mentor.	1	2	3	4	5
15.	Joining and participation in organizations.	1	2	3	4	5
16.	Attending trade shows and professional conference.	1	2	3	4	5
17.	Being conscious of trades in the economy and in your particular industry.	1	2	3	4	5
18.	Changing your attitude from 'Victim' mentality to power mentality.	1	2	3	4	5
19.	Pursuing placement in line rather than staff.	1	2	3	4	5
20.	Learning from role models.	1	2	3	4	5

21.	Top management support for the advancement of women to the highest levels in the organization.	1	2	3	4	5
22.	Employment equity policy.	1	2	3	4	5
23.	Advancement management program.	1	2	3	4	5
24.	Being married.	1	2	3	4	5
25.	Being single.	1	2	3	4	5

E. What do you think the most significant barrier to women's advancement in the company?

Legends:

Strongly agree	- 1
Agree	- 2
Indifferent	- 3
Disagree	- 4
Strongly disagree	- 5

S.No.	Question asked	Response				
		1	2	3	4	5
1.	Exclusion from informal network					
2.	Lack of technical skills					
3.	Lack of line experience					
4.	Lack of awareness of organizational politics					
5.	Personal style differences.					
6.	Lack of direct feed back.					
7.	Lack of mentoring.					
8.	Stereotyping and preconceptions regarding women's role and abilities.					
9.	In hospitable organizational culture.					
10.	Family commitment.					
11.	Lack of diversity in leadership ranks.					
12.	Lack of opportunity to work in high viability assignments.					

F. Miscellaneous

1. Some people say that there is invisible barrier or a "Glass Ceiling" that hinders or excludes women from advancement to upper main positions. To what extent, do you think that such a barrier exists in Indian corporate business?

- (a) To no extent
- (b) To little extent
- (c) To a moderate extent
- (d) To a great extent

2. To what extent do you feel a "glass ceiling" exists in your company/organization?

- (a) To no extent
- (b) To little extent
- (c) To a moderate extent
- (d) To a great extent

3. Do you believe pay inequality exists between males and females on the same credentials in your place of employment?

- (a) To no extent
- (b) To little extent
- (c) To a moderate extent
- (d) To a great extent

4. To what extent you say that the positions of women in corporate management in India have much improved in some recent years.

- (a) To no extent
- (b) To little extent
- (c) To a moderate extent
- (d) To a great extent

5. To what extent are you satisfied with this statement that women have broken all the barriers that keep away women's from rising to top executives positions.

- (a) To no extent
- (b) To little extent
- (c) To a moderate extent
- (d) To a great extent

6. In what way (if any) would you say your gender has impacted more in receiving (or not receiving) a promotion at your current place of employment?

- (a) Very negatively
 - (b) Negatively
 - (c) Positively
 - (d) Very positively
 - (e) No impact- neither negatively nor positively
-